



MARULENG LOCAL MUNICIPALITY
DRAFT ANNUAL REPORT
2014/2015



MARULENG MUNICIPALITY

VISION

To be the powerhouse of socio-economic development through integrated agriculture and tourism

MISSION

Maruleng Local Municipality is committed to the provision of basic services and the promotion of socio-economic development in an integrated and sustainable manner

SLOGAN

“Wildlife Haven”

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TABLE OF ACRONMYS AND ABBREVIATIONS

A-G	Auditor General
BBBEE	Broad Base Black Economic Empowerment
COGHSTA	Co-operative Governance, Human Settlement and Traditional Affairs
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
GRAP	General Recognized Acceptable Practice
GIS	Geographic Information System
IDP	Integrated Development Plan
KPA	Key Performance Areas
KPI	Key Performance Indicators
KM	Kilometers
LUMS	Land Use Management Scheme
MDM	Mopani District Municipality
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
PMS	Performance Management Systems
SDBIP	Service Delivery and Budget Implementation Plan
WSP	Works Skills Plan



MAYOR'S FORWARD

I am taking this opportunity to commend and appreciate the sterling work and comment displayed by both the administrative and political leadership of Maruleng Local Municipality over the past four years. The achievement of this Municipality thus far is reason enough for celebration. I am indeed proud to be associated with institution in particular and as a citizen of the country. I am however warning against complacency as is not yet uhuru.

In line with Section 46 of the Municipal Systems Act, 2000 (Act 32 of 2000) and Section 121 of the Municipal Finance Management Act, 2003, (Act 56 of 2003) regarding the Preparation and Adoption of the Annual Reports by Municipalities, it is an honour for me to present to the Maruleng Council and the general public, the 2014/15 Draft Annual Performance Report. The report seeks to share with you, our valued stakeholders, on the actual performance of the municipality against its pre-determined objectives as set out during the planning processes late during the previous financial year.

Without getting much into operational issues, it remains critical to mention the fact that there has been a very clear road map in the crafting of the plan for effective delivery of services to our communities. We have ensured proper alignment with key strategic instruments like the Millennium Development Goals, the National Planning tools and priorities outlined in the State of Nation Address of 2014. There has been constant consultation with the Provincial Development Plans and District Development Plans and priorities to ensure a constructive and united force in the delivery of basic services. We have, for the period under review, ensured a coherent and adherent approach to the mandate and key performance areas of the Local Government Sector as enshrined on the Municipal Systems Act, 2000.

The period under review was characterized by the following achievements and challenges:

Achievements

- Filling of critical positions such as CFO, Senior Accountants on Expenditure, Income, SCM, and Asset and Inventory amongst others
- Additional MIG grant of about R8m which was utilized for upgrading of roads from gravel to tar in our rural roads

Challenges

- Unable to fill the position of Director Corporate Services which has been vacant since the 1st of January 2014
- Most of our youth remained unemployed

In addressing these the challenges the municipality has the following future plans:

- Filling of S56 positions within 3 months of being vacant
- Adherence to MFMA and PMS regulations
- Gradual replacement of the ageing infrastructure
- Extending refuse removal to rural villages
- Facilitating the construction of three shopping centres (Metz shopping centre, The Oaks and centre at Makhutswe CPA)
- Expansion of revenue base and massive development in Hoedspruit
- Strengthening public participation

Conclusion

Given the infrastructural challenges we are faced with and the limited resources available, we have done well and much need to be done to address the three challenges being underdevelopment, poverty and unemployment. We need to work hard to mobilize resources to deal with poverty. **Let me take this opportunity to call upon all stakeholders to make valuable inputs in this Draft Annual Report.**

Honourable Cllr P A Mafologele

Mayor

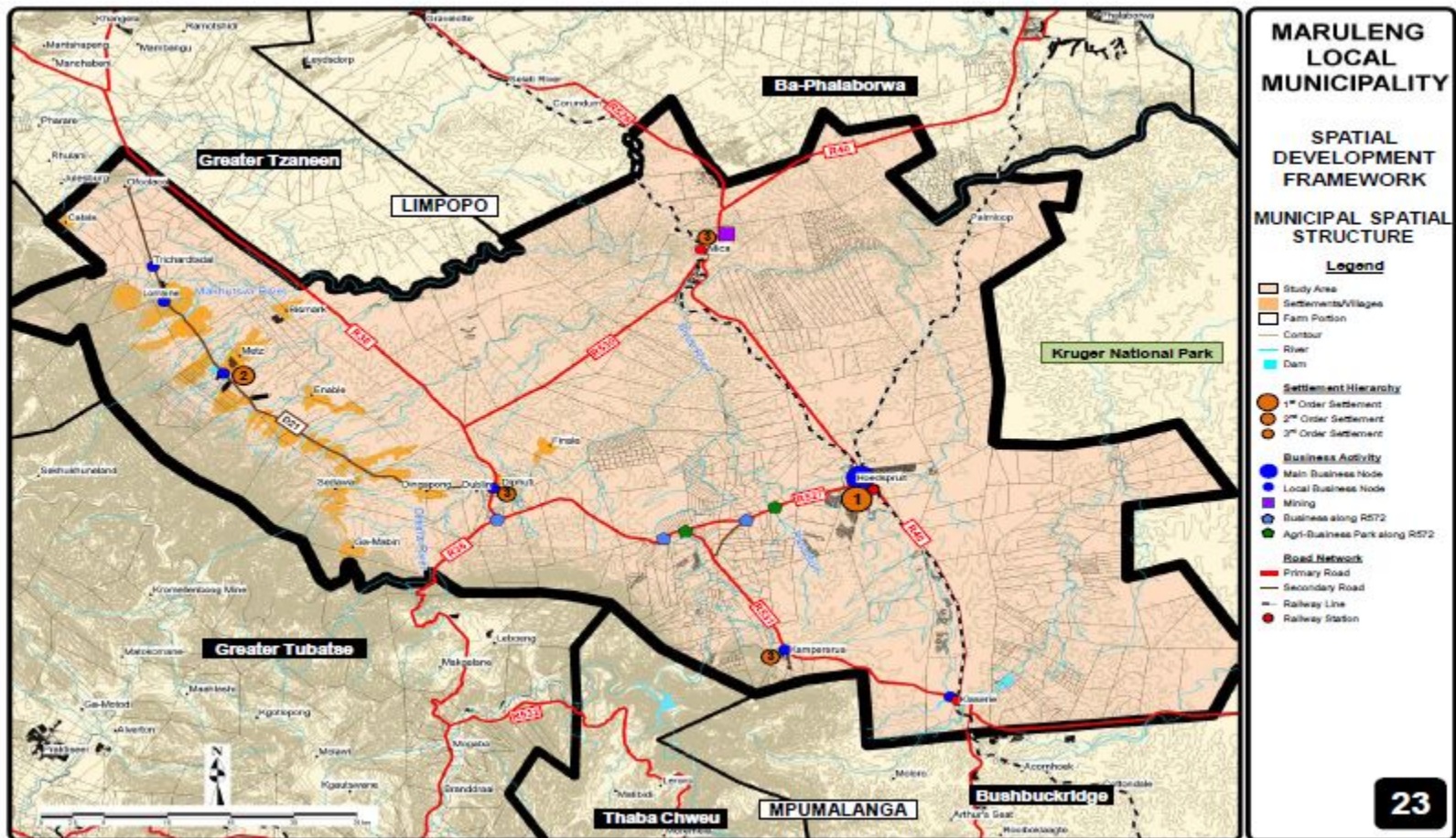
CHAPTER 1

OVERVIEW AND EXECUTIVE SUMMARY

MUNICIPAL FUNCTIONS, POPULATIONS AND ENVIRONMENTAL OVERVIEW

1. BACKGROUND AND POPULATION DYNAMICS

Maruleng is a Sepedi word derived from the name of the fruit “marula” which is indigenous in Limpopo. The name means a place of Marula. The Marula tree is indigent to this area and is used in many ways, for instance marula drink, essential oil, fruit, jam, beer, certain types of nuts and the medicinal bark. The Maruleng municipality is situated in the South eastern quadrant of the Limpopo province within the Mopani District Municipal Area of jurisdiction. The Maruleng municipality is bordered by the greater Kruger National Park to the east, the Ba-Phalaborwa and Tzaneen municipalities to the north, the LepelleNkumpi municipality to the west, and Tubatse and Bushbuckridge to the south. Maruleng is characterised by typical lowveld vegetation. To the south municipal area borders the Drankensberg escarpment. Although resources within the boundaries of the municipal area are scarce, the local of natural resources (in terms of game and nature reserves) within its boundaries as well as on the perimeter of its boundaries offer many opportunities for development. The main access points to the municipal area are Klaserie and the Strijdom tunnel in the south, Ofcolaco in the west and Mica in the north. The town of Hoedspruit is the administrative and economic centre of the area. Hoedspruit is 74km south of Ba-Phalaborwa (R40), 135km north-east of Lydenberg and 225 km from Polokwane. It has one major urban area (Hoedspruit) which harbours 2.3% of population and 36 communities which harbour 88.7% and farms which harbour 9% and a total of 14 wards. Hoedspruit also houses South African Air Force Base. The Maruleng municipal area is approximately 3247 km².



1.2 POPULATION DYNAMICS

Maruleng's population is youthful, with Sepedi being the main language. The following analogy provides an overview of the important demographic indicators of the Maruleng Municipality. It covers the population size, age distribution, unemployment, income generation, educational levels and services backlogs. The socio-economic profile of the Municipality provides an indication of poverty levels of and development prospectus

The reconciled total population of Maruleng Municipality is as follows:

POPULATION		HOUSEHOLDS	
2001	2011	2001	2011
94383	94 857	19 668	24 470
% increased	0.49 (474 persons)	% increased	24.4%

Source: (census 2011)

Population per Ward per Gender

Wards	Settlements	Total Population	Male	Female
Ward 1	Hoedspruit	5 622	2 986	2 636
Ward 2	Kampersus The Willows	8 255	4 075	4 180
Ward 3	Finale The Oaks	6 861	3 083	3 778
Ward 4	Bochabelo Ga-Mametja SedawaMahupse	6 298	2 822	3 475
Ward 5	Molalane Santeng Sedawa	5 927	2 648	3 279
Ward 6	Enable Worcester Bismarck	7 235	3 320	3 914

Ward 7	Butswana Turkey 01 Turkey o2	6 184	2 832	3 352
Ward 8	Turkey 03 Turkey 04 Makgaung	7 669	3 421	4 248
Ward 9	Metz	6 366	2 884	3 523
Ward 10	Madeira Sofaya	6 648	2 902	3 741
Ward 11	Hlohlokwe	8 792	3 987	4 807
Ward 12	Lorraine Bellville	8 259	3 798	4 460
Ward 13	Balloon Calais	6 083	2 792	3 291
Ward 14	Kanana Mahlomelong Moshate	4 659	2 062	2 597
TOTAL		94 857	43 576	51 281

Source: (census 2011)

Households per Ward

Ward	Households	Percentage
Ward 1	2 065	8.43
Ward 2	2 396	9.79
Ward 3	1 675	6.84
Ward 4	1 449	5.92
Ward 5	1 579	6.45
Ward 6	1 959	8.00
Ward 7	1 532	6.26
Ward 8	1 841	7.52
Ward 9	1 652	6.75

Ward 10	1 649	9.08
Ward 11	2 223	9.08
Ward 12	2 014	8.23
Ward 13	1 420	5.80
Ward 14	1 016	4.17
TOTAL	24470	100%

Age and Gender Distribution

The population distribution by age categories and gender of the Municipality is presented in table 8, it is clear that the percentage of females increase along with age, implying that women live longer in the age group 0-4 years the percentage of males and females are fairly even, compared to the age group 35-65 and older where female constitute 54 % of the population.

Table 6: Estimated population by age and gender

	0 – 4		5 – 14		15 – 34		35 – 54		55-65		Over 65	Total
	No	% **	No	%	No	%	No	%	No	%	No	
MALE	6 039		10 446		16 525		6 864		2 189		1 513	43 576
FEMALE	5 997		10 107		18 528		10 502		2 972		3 175	51 281
TOTAL	12036	12.6	20553	21.6	35053	36.9	17366	18.3	5161	5.4	4688 (4.9)	94 857

Source: STASSA 2011

Population age structure

Population Under 15	Population 15 To 64	Population over 65
34.40%	60.30%	5.30%

Source: STASSA 2011

The table above indicates the population distribution according to the age structure where most of the population group is at the age between 15 to 64, this age constitute 60.30% of the population, followed by under 15 years at 34.40% and over 65 years at 5.30%. This shows a need for the economic strategy to identify development thrusts that would address the need of the economically active people.

Employment Profile

Employment status of the municipality

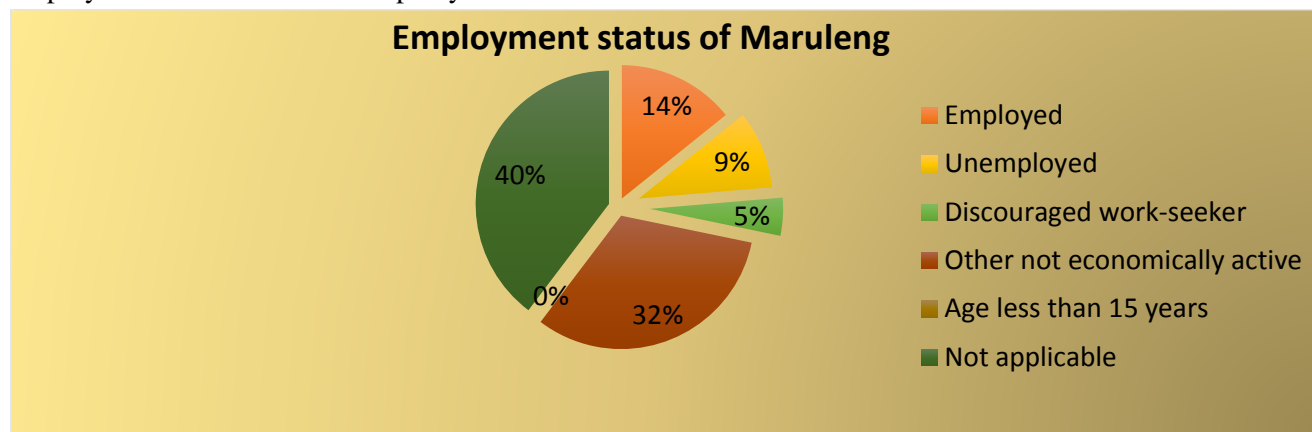


Figure 3: Employment status of the municipality (source, StatsSA Census 2011)

The table above shows that there are 26 798 economically active people in Maruleng Municipality, with 13 142 employed, 8 994 unemployed and 1667 discouraged work seekers. This indicates the need for the strategies to identify some of the development thrusts that are linked to job creation and economic growth.

Household income

About 3891 households (15%) in the municipality fall within the category earning below R1500.00 per month and about 32 871 people live on grants.

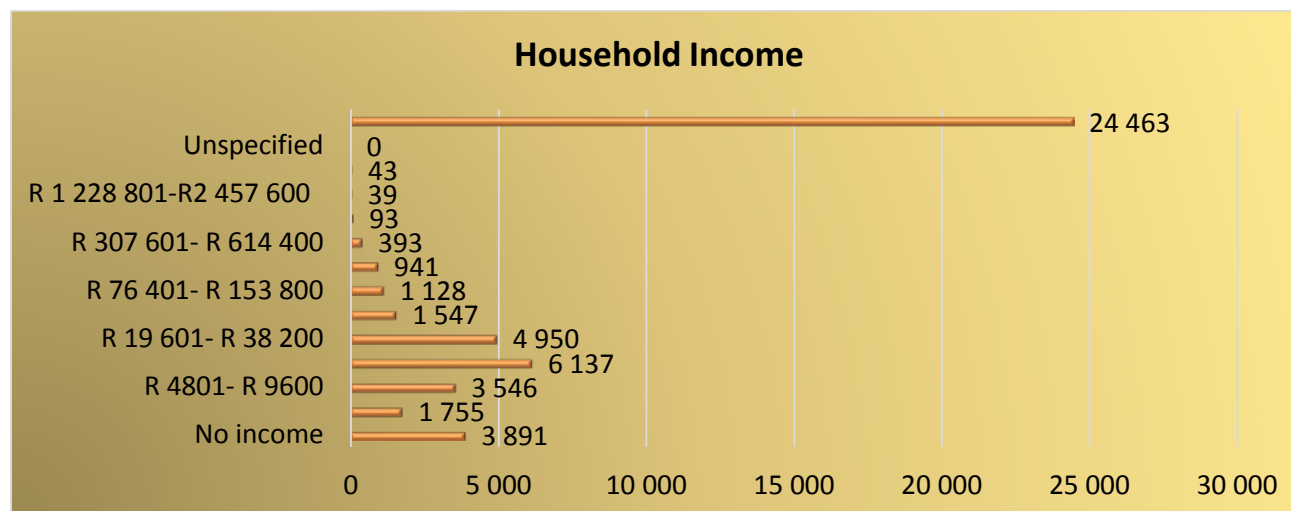


Figure 4: Household Income (Source: Statistics South Africa, Census 2011)

Socio Economic Status					
Year	Housing Backlog as proportion of current demand	Unemployment rate	Proportion of households with no income	HIV/AIDS prevalence	Illiterate people older than 14 years
2001	25%	19%	70%	27%	30%
2011	4.5%	33.3%	15.9%	26.8%	7.6%

Overview of neighborhoods within Maruleng Municipality		
Settlements Type	Households	Population
Towns		
Hoedspruit	2065	5622
Kampersrus	98	392
Sub-Total	2163	6014
Townships	0	0
Sub-total	0	0
Rural Settlements		
33 settlements	24166	88843
Sub-total	24166	88843
Informal Settlements		
Sub-total		
Total	24470	94857

Natural Resources	
Major Natural Resource	Relevance to Community
Game Farms	Employment opportunities
Blyde River	Source of water

The majority of the population lives in rural areas with high poverty levels and unemployment. The illiteracy level is also high. The economic pillars of the municipality are agriculture and tourism. The major challenges are with regard to the infrastructure backlog and dependency on underground water sources.

1.1 POWERS AND FUNCTIONS

The municipality has the following powers and functions assigned to it in terms of section 155 (6) (a) and (7) Act 108 of 1996 and as delegated by the MEC of COGHSTA, those functions include;

Building regulations	Billboards and the display of advertisement in public places
Cleansing (cemeteries etc)	Local tourism
Municipal planning	Municipal roads and storm water management
Development and maintenance of sports facilities	Administration and maintenance of local amenities
Refuse removal, refuse dumps and solid waste	Traffic control and licensing
Disaster management	Control of public nuisance

1.1.1 ENERGY PROVISION

ESKOM is responsible for energy provision in the municipal area

1.1.2 ROADS AND PUBLIC TRANSPORT

The municipality is responsible for municipal roads while there are roads assigned to the District, Province and National government.

1.1.3 WATER AND SANITATION

The Mopani District Municipality is the Water Service Authority while the Maruleng Municipality is the Water Service Provider. It is the responsibility of the district municipality to implement all major capital projects on water and sanitation. When the projects are completed are handed over to the local municipality for operation and maintenance.

1.1.4 REFUSE REMOVAL

The municipality provides waste collection services in the three urbanized areas; Hoedspruit, Kampersrus and Drakensig for a total of 1666 households and it accounts to about 6.8% of households. In both commercial and residential areas collection takes place once a week. No refuse is provided to 33 villages. However, the municipality is planning to roll-out waste collection to all villages.

1.1.5 HOUSING

The provision of the housing service is implemented by the Provincial Department of Co-operative Governance, Human Settlements and Traditional Affairs while the municipality plays the role of identification of beneficiaries and development of housing chapters. 200 houses were built in 2014/15 financial year.

1.1.6 LOCAL ECONOMIC DEVELOPMENT

The municipality approved its revised Local Economic Development Strategy for the period under review during the council meeting of the third quarter. The strategy identifies the key sector of the Maruleng economy being agricultural development including Agro-processing which is already the largest source of formal employment, tourism, which is a key sector with significant opportunities for expansion and growth, and retail and service business.

The creation of over 1700 jobs opportunities through Community Works Programme, Expanded Public Works Programme, and implementation of municipal capital works programme through labour-intensive methods.

1.2 SERVICE DELIVERY OVERVIEW

Water and sanitation services fall under the powers and functions of the District Municipality and it is the core function of Mopani District Municipality. The municipality is constantly engaged in discussions with Mopani District Municipality as a Water Service Authority to get information on progress regarding this function. The district's primary objective is to extend water and sanitation services by eliminating the backlogs, providing new infrastructure and also to maintain and ensure sustainability of the existing water and infrastructure. The District Municipality is completing Mametja-Sekororo water regional scheme that will provide water to the entire municipality. Currently, Maruleng municipality is supplying rural committees with water through water tanks.

The municipality provides waste management services that include waste collection, street clearing, clearing of illegal dumping and waste disposal. Regular waste collection services are provided mainly to businesses, institutions and households around Hoedspruit town and surrounding areas. The municipality has one licensed land fill site in Worcester and currently rehabilitating the illegal one in Kampersus. Collection to rural households will be extended in the next financial year.

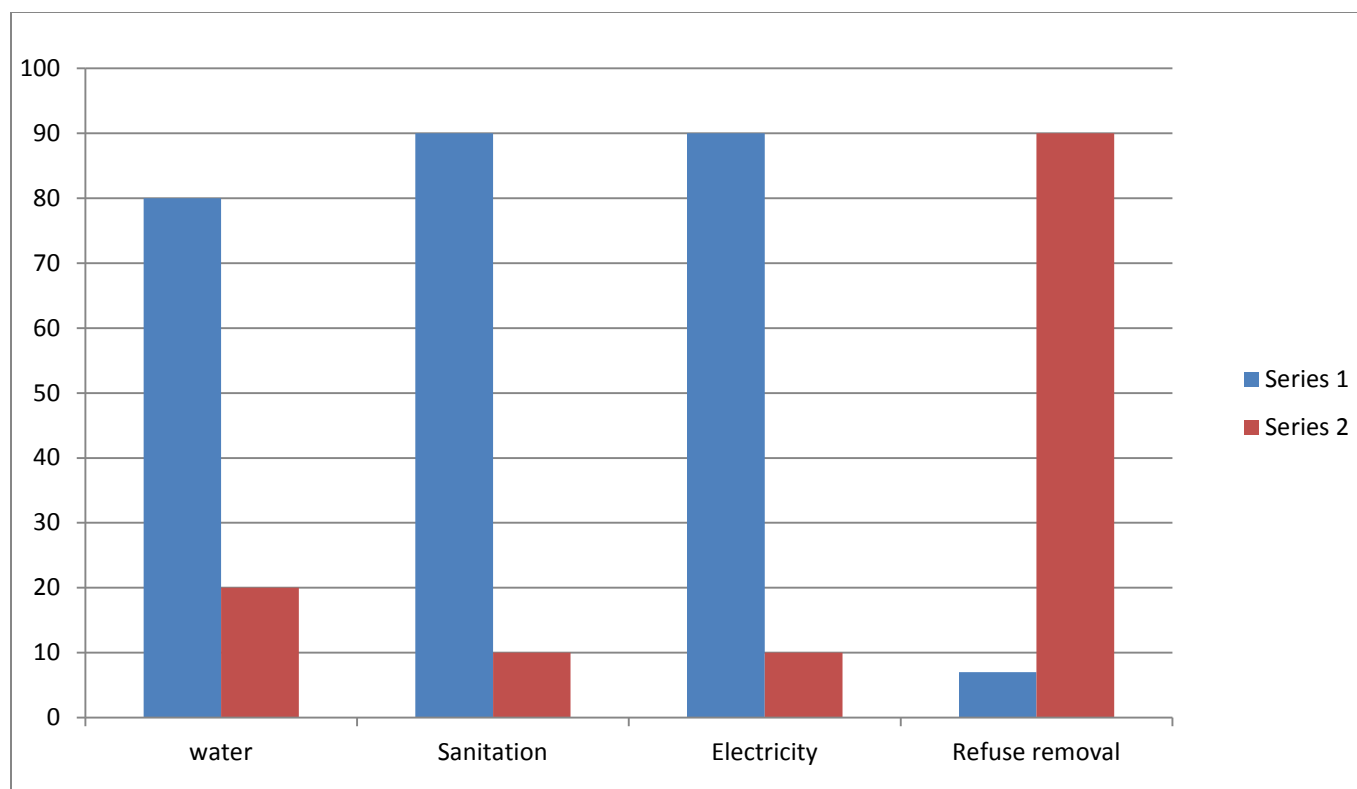
The demand for housing is mostly on low cost housing and affordable housing categories in Hoedspruit town which is the municipality's economic hub. The provincial government is the housing authority and has built a number of RDP houses over the years.

The municipality is responsible for local roads which include all streets within urban and rural areas. It ensures the maintenance and tarring of roads. A major stride has been made in improving the condition of the roads in the municipality. But maintenance remains a major challenge.

Energy distribution has important economic developmental implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. In the municipality electricity is largely generated by Eskom. The provision of electricity to house has been achieved to the larger extent. The municipality provides Free Basic Electricity to its 3700 indigent's households.

Maruleng's spatial and economic development pattern is deeply marked by legacy of apartheid with the majority of the black population confined to dense rural settlements with limited economic activity and access to urban infrastructure. Only 13 498 people of its economic population of 26 798 people are employed which translates to 50.3% with 16.2% of discouraged work-seekers. However, the municipality has a solid economic base centred on agriculture and tourism with significant potential for growth.

Proportion of Households with minimum level of Basic Services		
	2001	2015
Electricity service connections	41%	90.5%
Pipe water inside and from access point within 1km from dwelling	35%	80.9%
Sanitation- RDP standard	61.8%	93.9%
Waste collection – kerbside collection once a week	5%	6.8%
Housing- at least RDP housing standard	75%	95.3%
Tarred or paved km roads	38.8%	66.6%



Series 1: Access of service as per 2011 census

Series 2: Access of services as per 2001 census

Free basic services were provided as follows:

FREE BASIC SERVICE	TOTAL NO.OF INDIGENTS	ACCESS
Free Basic Electricity	3 700	2 405
Free Basic Water	3 700	3 213
Free Basic Sanitation	3 700	1 689

1.3 MUNICIPAL FINANCIAL HEALTH

The municipality had total revenue of **R 154,110,644** in 2014/15 when compared to **R 119,308,289** in 2013/14. This marked an increase of **R 34,802,355 (29.17%)** when compared to the 2013/14. The municipal revenue is categorized into internal and external sources. The internal sources of revenue contributed **R42, 556,309** which is 27.6%% of the total revenue while external sources contributed 72.4% of the total revenue at **R111, 554,336** i.e. **R76, 724,114** (operational revenue) and **R34, 830,221** (capital revenue).

Total expenditure for the 2014/15 stood at **R120, 630,697** which illustrate an increase of **R11, 369,386 (10.4)** when compared to **R109, 261,311** in 2013/14. The distribution of expenditure is **R39,694,442 (32.9%)** for employee's related costs, **R73,131,069 (60.6%)** on general cost while councilors' remuneration stood at **R7, 805,186 (6.5%)**. The overall expenditure led to a surplus of **R33, 479,947** comparison to a surplus of **R 10,046,977** in 2013/14 financial year.

The above information depicts a healthy financial status for the municipality

FINANCIAL OVERVIEW

Financial Overview: Year 2014 /15			
R'000			
Details	Original budget (operating)	Adjusted budget	Actual
Income:			
Grants	102,363,000	103,366,398	111,554,335
Taxes, levies and tariffs	25,112,814	42,598,169	42,556,309
Sub Total	127,475,814	145,964,567	154,110,644
Less: Expenditure	132,706,662	133,202,875	120,630,697
Net Total	(5,230848)	12,761,492	33,479,947

Operating Ratios	
Detail	%
Employee Cost	32.9
Repairs and Maintenance	1.41
Finance Charges (Borrowing)	0

COMMENT ON OPERATING RATIOS:

Employee cost is 39.4% of the total operating cost and it is above the acceptable norm is between 25% and 40%. Repairs and maintenance constitute 1.41% and is below the norm of 8%.

Total Capital Expenditure R'000			
Detail	2013	2014	2015
Original Budget	47,380,161	39,742,490	49,589,000
Adjusted Budget	50,236,541	43,433,409	53,463,000
Actual	18,577,945,00	22,621,732,20	40,121,263,60
% of Budget implemented	37%	52%	75%

COMMENT ON CAPITAL EXPENDITURE:

During the financial year under review the original capital budget was adjusted to allow for an additional funding of R3, 874,000 received. 75.0% of the capital budget was implemented. From 15 projects 2 projects were completed and 13 projects are still in progress. These projects were completed to the value of 36,369,179.69

1.3 STATUTORY ANNUAL REPORT PROCESS

The municipality has adopted the PMS policy to manage the performance of the institution and employees. On quarterly basis the municipality generates reports. The reports also go to council meetings for noting. The MPAC had been established to conduct oversight on quarterly basis and on the annual report and half yearly report. The following reports; section 71, 72 and all other reports such as back to basic are submitted to relevant departments (COGHSTA and Treasury).

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise 4 th quarter Report for previous financial year	
4	Submits draft Annual Report to Internal Audit and Auditor-General	August
5	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
6	Auditor General audits draft Annual Report including consolidated Annual Financial Statements and Performance data	September - October
7	Municipalities receive and start to address the Auditor General findings	
8	Commencement of draft Budget/IDP finalization for next final year. Annual and Oversight Reports to be used as input	
9	Receive management letter and provide final comments on findings	November
10	Auditor-General submit audit opinion.	
11	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	January
12	Audited Annual Report is made public and representation is invited	February
13	Oversight Committee assesses Annual Report	
14	Council adopts Oversight report	March
15	Council table next financial year Budget/IDP and invite public representation	
16	Oversight report is made public	April
17	Oversight report is submitted to relevant national & provincial stakeholders and legislature	

18	Council approves next financial year Budget/IDP	May
19	Make public approved Budget and IDP	June
20	Finalize SDBIP and Performance Agreements for next financial year	
21	Make public SDBIP and Performance Agreements	July

CHAPTER 2

POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

COUNCILLORS

Maruleng Council constitutes 27(two are not attending council activities due to PAC dispute) elected Councilors and of which 14 are ward councilors and 13 are Party Proportional Representative who are allocated council seats on the basis of the number of votes their political parties attained during the last local government elections in 2011. The Mayor, who is also the Chairperson of the Executive Committee, is also the political head of the Municipality and together with the Speaker and the Chief Whip they constitute the Political Management Team of the Municipality. Full roles of the Political Management Team are discussed in this chapter below. Council has allocated fulltime status to three councillors to play day to day oversight role on the work of council and administration. Full time councilors are the Mayor, the Speaker and Chief Whip. Ward councillors represent communities in wards they are voted in ensuring that service delivery is brought to people. Ward councillors and Proportional Representatives councillors both form council committees. They all attend quarterly arranged council meetings and portfolio committee meetings and special meetings if arranged.



POLITICAL MANAGEMENT TEAM

Powers and functions of the mayor:

- Promote the image of the municipality
 - Ensures that the executive committee performs its functions properly
 - To lead and promote social and economic development in the municipality
 - To preside over public meetings and hearings
 - To promote inter-governmental and inter-institutional relations
 - To take responsibility for the quality and speed of decision making in the executive committee
- To build and enhance sound relationship between the council, councillors and administration in consultation with municipal manager
 - To promote such ceremonial role as the council may determine by resolution from time to time
 - To assess the performance of the municipal manager in terms of the relevant performance agreement

MAYOR (CHAIR EXCO)



SPEAKER

- Presides at meetings of council
- Performs the duties and exercise the powers delegated to the speaker in terms of section 59 of MSA, 32 of 2000
- Must ensure that the council meets at least quarterly
- Must ensure compliance in the council and council committee with code of conduct (schedule 1 MSA,32 of 2000), and
- Ensures that council meetings are conducted in accordance with the rules and orders of the council



CHIEF WHIP

- Political management of council meetings and committee meetings
- Maintains discipline of councillors
- Ensures that councillors motions are prepared and timeously tabled in terms of the procedural rules of council
- Chairs ethics and disciplinary committee

EXCO MEMBERS



Councillor P. HRatshosh
Infrastructure Development, roads,
Public transport and water services



Councillor M.J Nyathi
Spatial planning, LED & Community services



Councillor M.A Mathaba
Budget and Treasury and Corporate Service

WARD	WARD COUNCILLOR	GENDER
Ward 1	Cllr Du. Preez E.C	Female
Ward 2	Cllr Mongadi M.J	Male
Ward 3	Cllr Malapane M.S	Male
Ward 4	Cllr Mahlako M.C	Male
Ward 5	Cllr Malepe M.R	Female
Ward 6	Cllr Nyathi S.A	Male
Ward 7	Cllr Shaai L.V	Male
Ward 8	Cllr Mathaba M.A	Female
Ward 9	Cllr Magoro M.C	Female
Ward 10	Cllr Popela M.D	Male
Ward 11	Cllr D Mogale	Male
Ward 12	Cllr Morema J.T	Male
Ward 13	Cllr Rakgoale M.M	Female
Ward 14	Cllr Maahlo M.J	Female

PROPOTIONAL COUNCILLORS		
	COUNCILLOR	GENDER
1	Clr Mafologele P.A	Male
2	Clr Raganya B	Female
3	Clr Mashumu P.M	Male
4	Clr Nyathi M.J	Female
5	Clr Malatjie I.H	Male
6	Clr Ratshoshi P.H	Male
7	Clr Rakgoale M.J	Female
8	Clr Mametja M.R	Male
9	Clr Mathaba E	Male
10	Vacant (PAC dispute)	-
11	Vacant (PAC dispute)	-
12	Clr Sekgobela R.B	Female
13	Clr Shai P.E	Male

ESTABLISHED COMMITTEES	
Section 79: Political Monitoring Committee	Section 80: Portfolio Committee
Municipal Public Accounts Committee	Finance, Corporate and Shared Services
	Economic Development, Housing, Spatial Planning, Social Services, Agriculture and Environmental Management
	Sports, Recreation and Culture
	Infrastructure Development, Roads, Public Transport and Water Services

POLITICAL DECISION-TAKING

Political decisions are taken based on administration report generated by management led by the accounting officer. Each of the six directorates is linked to portfolio committees which are chaired by politicians or councillors. For example, the technical services department led by the Director is linked to a council committee called by Infrastructure development, roads, and public transport and water services chaired by a politician who is a councillor. All reports of portfolio committees originate from administration and after the portfolio committee has interrogated the report, such reports are recommended to Executive Committee which with the delegated powers the Executive Committee took decisions and other matters are referred to council as the council is the highest decision making body. The council established MPAC Committee which plays an oversight role on the functions of council as well as compliance to applicable legislations.

The council used a District- shared audit committee which assisted, advised and alerted the municipality on issues of compliance. Whose term of office expired on the 28th of February 2015.

COUNCIL MEETINGS

9 Council meetings were held, of which 3 were ordinary and 6 special meetings. The meetings were held as follows:

Nature of meeting	Date	Number of Councillors in attendance	Number of absentees	% Attendance
Special Meeting	14 July 2014	22	03	88
Special Meeting	30 July 2014	22	03	88
Special Meeting	16 September 2014	20	05	80
Ordinary Meeting	30 September 2014	24	01	96
Special Meeting	23 January 2015	20	05	80
Special meeting	26 February 2015	24	01	98
Ordinary meeting	31 March 2015	23	02	92
Special meeting	29 May 2015	21	04	84
Ordinary Meeting	29 June 2015	22	03	88

Average Council attendance by Councillors was 88.2%.

2.2 ADMINISTRATIVE GOVERNANCE

TOP MANAGEMENT STRUCTURE

MUNICIPAL MANAGER

MR REFILWE JONAS RAMOTHWALA

CHIEF FINANCE OFFICER

MR MAKAMU EADIE

DIRECTOR: TECHNICAL SERVICES

MRALUWANI ABSALOM MAGADANI

DIRECTOR: COMMUNITY SERVICES

Ms MAKUTU LILLY MOKONYANE

DIRECTOR: SPATIAL PLANNING AND ECONOMIC DEVELOPMENT

Ms KHENSANI VERONICA SITHOLE

DIRECTOR: CORPORATE SERVICES

(VACANT)

For the period under review one position of Chief Finance Officer was filled. The position of Director Corporate Services becomes vacant when the contract of MrMagabane TG expired.

COMPONENT B: INTERGOVERNMENT RELATIONS

INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

The municipality participated in various co-operative governance and intergovernmental structures at all levels from the local sphere, district, provincial and national sphere. Participation in such forums and IGR structures assisted service delivery in the sense that integration and alignment of various role players are realised to avoid silo planning. While remarkable progress has been realised in IGR structures challenges still existed in the 2014/15 financial year with regard to the provision of reliable and accurate information from other public sector players and this has negatively affected the municipality's planning especially the accuracy of the information in the IDP.

2.3 INTERGOVERNMENTAL RELATIONS

NATIONAL INTERGOVERNMENTAL STRUCTURES

The municipality participated in national intergovernmental structures such as the following:

- National Municipal manager's forum
- South African Local Government Association

PROVINCIAL INTERGOVERNMENTAL STRUCTURES

The municipality participated in the following provincial intergovernmental structures:

- Premier-mayor's forum
- Provincial Development Planning Forum (4 x per annum)
- Provincial Monitoring and Evaluation Forum (4 x per annum)
- Provincial Managers Forum (4 x per annum)
- Provincial CFO Forum (4x per annum)

RELATIONSHIP WITH MUNICIPAL ENTITIES

There were no municipal entities during the period under review

DISTRICT INTERGOVERNMENTAL STRUCTURES

The municipality participated in the following District IGR structures during the period under review:

- District Speakers Forum
- District Mayors' Forum
- District Chief whips Forum
- District MPAC
- District Manager's Forum
- District CFOs Forum
- District Monitoring and Evaluation Forum
- District IDP Technical Committee
- District Technical Committee Clusters

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

MSA section 17 (2): requires a municipality to establish and organize its administration to facilitate a culture of accountability amongst its staff members. Section 16 (1): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Section 18 (a) - (d): requires a municipality to supply its community with information concerning municipal governance, management and development.

All participatory processes are aligned to the municipality's annual and budgeting cycle and ensure the creation of the widest possible representative participatory opportunities and effective utilization of the scarce resources within the available budget.

2.4 PUBLIC MEETINGS

COMMUNICATION, PARTICIPATION AND FORUMS

The municipality prides itself communication and stakeholders' participation structures. The municipality has a communication strategy which indicates who communicates to who, when and how. The municipal website is also a useful tool which the municipality employs to communicate with its stakeholders to cover the cyber space community. The municipal newsletter published four quarterly editions to communicate municipal programmes

Other forms of communication and public participation during the 2014/15 financial year included the usage of ward public meetings for the 14 wards wherein ward councilors provided feedback and progress report to ward members.

IDP REPRESENTATIVE FORUMS AND PUNLIC MEETINGS

The municipality has a functional IDP Representative Forum which provides organizational mechanisms for discussions, negotiation and decision making amongst stakeholders who represent interest of their constituents in the IDP planning process. This forum also monitors the performance of the planning and implementation process.

IDP Representative Forums are held during the week due to none availability of Sector Departments representatives on weekends. However, the forum is very effective. As an improving measure for the effectiveness of these forums the municipality has designed membership forms and code of conduct. The IDP Representative Forum's stakeholders comprised of the following:

- Councilors
- Officials
- Traditional Leaders
- Sector Departments and parastatals
- Youth Council
- Disability Forum
- Gender Forum
- Taxi Associations
- Business Forum
- Rate Payers Association
- Tourism Association
- Agricultural Forum
- Non-Governmental Organizations
- Sports Council
- CDWs

The table below gives detailed information:

DATE	TARGETED PEOPLE	PURPOSE/ACTIVITY	NUMBER OF ATTENDEES
17 July 2014	IDP Representative Forum	Presentation of Process Plan	68 people (representing IDP Representative Forum stakeholders)
6 August 2014	IDP Representative Forum	Presentation of the Analysis Phase and	70 people (representing IDP Representative Forum stakeholders)
30 March 2015	IDP Representative Forum	Presentation of the Strategy and Projects phases	78 people (representing IDP Representative Forum stakeholders)
14 May 2015	Community members	IDP/Budget Public Participation	320 people attended of the targeted 400
15 May 2015	Community members	IDP/Budget Public Participation	250 people attended of the targeted 300
18 May 2015	Community members	IDP/Budget Public Participation	620 people attended of the targeted 500
19 May 2015	Community members	IDP/Budget Public Participation	277 attended of the targeted 300
20 May 2015	Community members	IDP/Budget Public Participation	300 people attended of the targeted 500
21 May 2015	Community members	IDP/Budget Public Participation	220 people (attended of the targeted 200
22 May 2015	Community members	IDP/Budget Public Participation	277 attended of the targeted 300
27 May 2015	IDP Representative Forum	Presentation of final IDP/Budget/PMS	72 people (representing IDP Representative Forum stakeholders)

These meetings were called through emails, faxes, public notices, loud hailing and hand delivery. Issues raised amongst others were:

- *Water (major challenge)*
- *Maintenance and access of roads*
- *Unemployment*

- *Housing and poor quality of RDP houses*
- *Refuse removal(major challenge in the rural villages)*
- *Educational and recreational facilities*
- *Electrification of extensions*

These issues by and large informed the 2015/16 IDP and Budget final product.

WARD COMMITTEES

The municipality has a fully functional ward committee system. All the wards have functional ward committees. With a total of 140 participants translating in to 10 ward committee members for the 14 wards. Ward committees held their meetings bi-monthly with the support from administration which played a secretariat role. Resolutions and issues raised at ward committee are escalated to the office of the secretary of the council and then to all relevant departments.

2.5 IDP PARTICIPATION AND ALIGNMENT

The IDP is reviewed annually and in-house. The 2014/15 revised IDP was approved by council on the 26th May 2014 in the council chamber. IDP is reviewed in line with required standard and template and is aligned to the budget. The IDP Process Plan is developed and approved by council as the road map for the review of the IDP and Budget. The IDP Steering Committee is responsible for the review of the IDP/Budget. The draft IDP/Budget is tabled before the council for public participation process to unfold for the purpose of community accessibility and inputs. The IDP representative forum where all stakeholders are represented is also conducted to interrogate the IDP document. All inputs and comments are consolidated and the report is developed based on inputs. The process of prioritization takes place taking in to account the available resources and capacity of the municipality.

IDP PARTICIPATION AND ALIGNMENT	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 54 & 56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

For the 2014/15 financial year Maruleng Municipality took leaf from the King III report on good governance by including in its operations the functionality of risk function as well as the development and implementation of corruption and anti-fraud strategies. Risk register was developed and its focus was on strategic risks, operational risks and Human Resources risks.

2.6 RISK MANAGEMENT

The municipality regards risk management as one of the pillars required for the sustainability and corporate management. In compliance to with MFMA which is S62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality has a dedicated risk unit. Risk assessment sessions were conducted with the assistance of the Provincial and COGHSTA through the municipal Risk Management Committee to help the municipal management with the identification and profiling of risks within the municipality.

Top five risks identified are as follows:

- Lack of access to land and increased land prices
- Theft and vandalism of projects
- Untraceable rate payers
- Shortage of skilled personnel
- Health hazard

2.7 FRAUD AND ANTI-CORRUPTION STRATEGY

The municipality has an anti-corruption and risk management strategy in place. The municipal has a Risk Officer. The internal audit unit has been established and is manned by five personnel, Chief Internal Auditor, internal auditor, Assistant Internal Auditor and two Interns.

The municipality used a District-shared Audit Committee whose term of office expired on the 28 February 2015. This committee comprised of four members with relevant experience and qualifications to discharge their responsibilities. The Audit Committee also performed a role of the performance audit committee. The period under review did not have any reported case of fraud and corruption encountered by the municipality and submitted to authorities.

2.8 SUPPLY CHAIN MANAGEMENT

During the 2014/15 financial year the Supply Chain Management policy was tabled to council for revision alongside other budget related policy. The revision took in to account the BBBEEE codes and changing supply chain management regime. For the record, no councilors take part in the supply chain committees. Functionality of SCM committees was also enhanced. No long term contracts were entered into except for 3 year contract for security services and waste management collection. Efforts were made to curb the procurement of services from suppliers who are in the service of the state and the municipal records do have an indication of services awarded to suppliers in the service of state.

By-laws introduced during 2014/15					
Newly Developed	Revised	Public Participation conducted prior to adoption of By-Laws (Yes/no)	Dates of Public Participation	By-Laws Gazette (Yes/no)	Date of Publication
	Credit control-by law	yes	24 July- 14 August 2014	Yes	30 September 2014

Only one-by-law was developed or revised during the period under review, viz, credit control by-law for public consultation and will be published upon approval by council.

MUNICIPAL WEBSITE CONTENT AND ACCESS

Most of the prescribed key website content materials were placed on the municipal website such as IDP, Budget, Annual Reports, Performance Agreements and Budget related policies.

PUBLIC SATISFACTION ON MUNICIPAL SERVICES

PUBLIC SATISFACTION LEVELS

No formal public participation surveys were conducted during the period under review. The municipality relied on public participation sessions referred to above, as well as the usage of the Premier and the Presidential Hotlines to gauge the level of satisfaction/dissatisfaction with municipal services.

Key general areas of dissatisfaction include:

- State of road conditions
- Water and sanitation supply
- Unemployment
- Health and education services

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

WATER AND WASTE WATER (SANITATION) PROVISION

INTRODUCTION TO WATER AND WASTE WATER

The municipality is a water services provider responsible mainly with reticulation and not Water Service Authority. Through its limited staff resources the municipality monitors the quality of water, prompt responses on linkages and bursts and regular maintenance of water and sanitation infrastructure. The municipality provides these services in terms of the service level agreement it has with Mopani District Municipality

Water Service Delivery Levels			
Description	Households		
	2012/13	2013/14	2014/15
	Actual No.	Actual No.	Actual No.
<u>Water:</u> (above min level)			
Piped water inside dwelling	2669	2669	2669
Piped water inside yard (but not in dwelling)	9006	9006	9006
Using public tap (stand pipes)	4987	4987	4987
Other water supply (within 200m)	2088	2088	2088
<i>Minimum Service Level and Above sub-total</i>	18750	18750	18750
<i>Minimum Service Level and Above Percentage</i>	76,62	76,62	76,62
<u>Water:</u> (below min level)			
Using public tap (more than 200m from dwelling)	1067	1067	1067
Other water supply (more than 200m from dwelling)	285	285	285
No water supply	4368	4368	4368
<i>Below Minimum Service Level sub-total</i>	5720	5720	5720
<i>Below Minimum Service Level Percentage</i>	23.38	23.38	23.38
Total number of households*	24470	24470	24470

Waste Water Service Delivery Levels			
Description	Households		
	2012/13	2013/14	2014/15
	Actual No.	Actual No.	Actual No.
<u>Waste water:</u> (above min level)			
Flush toilet (sewerage system)	2001	2001	2001
Flush toilet (septic tank)	1088	1088	1088
Chemical toilet	102	102	102
Pit latrine with ventilation	7335	7335	7335
<i>Minimum Service Level and Above sub-total</i>	10526	10526	10526
<i>Minimum Service Level and Above Percentage</i>	43,01	43,01	43,01
<u>Waste water:</u> (below min level)			
Pit latrine without ventilation	12 427	12 427	12 427
No waste water facility	1487	1487	1487
<i>Below Minimum Service Level sub-total</i>	13914	13914	13914
<i>Below Minimum Service Level Percentage</i>	56.99	56.99	56.99
Total number of households*	24470	24470	24470

Employees: Water and Sanitation Section(Technical Services)					
Job Level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	0	0	0	0	0
7 - 9	01	01	01	0	0
10 - 12	01	01	01	0	0
13 - 15	15	15	15	0	0
16 - 18	0	0	0	0	0
Total	17	17	17	0	0

Financial performance 2014/15; Water and waste water services					
Details	2013/14	2014/15			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total operational revenue (excluding tariffs)	1,067,198,20		3,531,040,00	3,588,704,94	(57,664,94)
Expenditure;					
Employees	3,512,866,14		4,225,770,29	3,985,936,62	239,833,67
Repairs and maintenance	223,797,16		33,590,40	296,941,49	(263,351,09)
Other	1,126,010,30		1,720,000,00	1,443,682,47	276,317,53
Total operational expenditure	4,862,673,60		6,279,360,69	5,726,560,58	552,800,11
Net operational (service) expenditure	(3,795,475,40)		(2,748,320,69)	(2,137,855,64)	(610,465,05)

ELECTRICITY

INTRODUCTION TO ELECTRICITY

Energy distribution has important economic developmental implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. In the municipality electricity is largely generated by Eskom. The provision of electricity to house has been achieved to the larger extent. About 23 471 households have access to electricity which amount to 95.9% of the population. All villages are electrified except post connections and new extensions. The backlog is about 999 households. However, ESKOM is currently completing 511 units and the municipality is electrifying 400 units through INEP grant.

Electricity Service Delivery Levels			
Description	2012/13	2013/14	Households
	Actual No.	Actual No.	2014/15
<u>Energy: (above minimum level)</u>			
Electricity (at least min.service level)	20 945	21 256	22 167
Electricity - prepaid (min.service level)			
<i>Minimum Service Level and Above sub-total</i>			
<i>Minimum Service Level and Above Percentage</i>	85,59	86,86	90.5
<u>Energy: (below minimum level)</u>			
Electricity (<min.service level)			
Electricity - prepaid (< min. service level)			
Other energy sources			
<i>Below Minimum Service Level sub-total</i>	3 525	3 214	2 303
<i>Below Minimum Service Level Percentage</i>	14.41	13.4	9.5
Total number of households	24470	24470	24470

WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL)

INTRODUCTION TO WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL)

The municipality provides waste collection services in three urbanized areas: Hoedspruit, Kampersrus to a total of 1666 households and it accounts to about 6.8% of households. In both commercial and residential areas collection takes place once a week. No refuse removal is provided to the 33 villages. These households rely mostly on backyard dumping and burning. Maruleng has outsourced collection and transportation of waste. The municipality is planning to roll-out waste collections to all villages from 2015/16 financial year. The municipality has one licensed land fill site in Worcester area.

Solid Waste Service Delivery Levels			
Description	2012/13	2013/14	2014/15
	Actual No.	Actual No.	Actual No.
<u>Solid Waste Removal: (Minimum level)</u>			
Removed at least once a week			
<i>Minimum Service Level and Above sub-total</i>	1666	1666	1666
<i>Minimum Service Level and Above percentage</i>	6.80	6.80	6.80
<u>Solid Waste Removal: (Below minimum level)</u>			
Removed less frequently than once a week			
Using communal refuse dump			
Using own refuse dump			
Other rubbish disposal			
<i>Below Minimum Service Level sub-total</i>	22804	22804	22804
<i>Below Minimum Service Level percentage</i>	93.2	93.2	93.2
Total number of households	24470	24470	24470

Households - Solid Waste Service Delivery Levels below the minimum						
Description	2010/11	2011/12	2011/12	2013/14		
	Actual	Actual	Actual	Original	Adjusted Budget	Actual
	No.	No.	No.	Budget No.	No.	No.
Formal Settlements						
Total households	22804	22804	22804	22804	22804	0
Households below minimum service level						
Proportion of households below minimum service level						
Informal Settlements						
Total households	22804	22804	22804	22804	22804	0
Households ts below minimum service level						
Proportion of households ts below minimum service level						

Waste Management service policy objective from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Ensure the provision of refuse removal services	Number of households with access to waste removal	Continuation of waste collection and extending to villages adjacent to the landfill site	4918	1666	4918	1666	2641
<i>Ensure that Kampersrus landfill site is rehabilitated</i>	% of land fill site rehabilitated	Rehabilitation of land fill site	Feasibility studies	Feasibility studies concluded	100% landfill site rehabilitated	DEA took over	None

Employees; solid waste management services					
Job Level	2013/14	2014/15			
	Employee	Posts	Employees	Vacancies (fulltime equivalent)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0-3	00	00	00	00	0
4-6	00	00	00	00	0
7-9	02	02	02	00	0
10-12	00	00	00	00	0
13-15	11	14	19	04	0
16-18	00	00	00	00	0
19-20	00	00	00	00	0
Total	13	17	19	4	17.4%

Financial performance 2014/15; solid waste management services(Community Services)					
Details	2013/14	2014/15			
	Actual	Original Budget	Adjustment Budget	Actual	Variance
Total operational revenue (excluding tariffs)	23,744,00		282,790,41	29,353,61	253,436,80
Expenditure;					
Employees	9,530,068,53		12,209,908,09	11,235,338,72	974,569,37
Repairs and maintenance	50,001,73		125,575,64	76,577,18	48,998,46
Other	7,457,978,29		10,524,807,40	8,684,103,93	1,840,703,47
Total operational expenditure	17,045,512,45		22,860,291,13	19,996,019,83	2,864,271,30
Net operational (service) expenditure	(17,021,768,45)		(22,577,500,72)	(19,966,587,27)	(2,610,913,45)

INTERVENTIONS

The municipality is planning to roll-out waste collections to villages adjacent to the land fill sites and businesses. The municipality has for 2015/16 financial year budget R1. 4m to purchase skip bins containers to be distributed amongst the identified villages.

INTRODUCTION TO HOUSING

The powers and functions for the provision and construction of housing lies with the provincial government under the Department of Co-operative Governance and Human Settlement and Traditional Affairs. The role of the municipality is to identify housing demands needs through the development of the Housing Chapter and identification of beneficiaries. In 2014/15 a total of.

No municipal entity renders the service on behalf of the municipality.

FREE BASIC SERVICES AND INDIGENT SUPPORT

INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT

Indigents shall mean (in terms of municipal policy) residents of Maruleng Local Municipality, who cannot afford to pay for services they receive from the Municipality, the category of people being unemployed, disabled and pensioners who are unable to, pay the fully costs of the average Municipal accounts. Conditions for qualification are that support is provided to households earning a joint of Not more than R 2,500 per month. The threshold is reviewed by Council on an annual basis, taking into consideration the economic conditions of its citizens in line with the national policy. The municipality only provided free basic electricity while free basic water and sanitation is the responsibility of the district.

Free basic services to low income households										
		Number of households								
	Total	Households earnings less than R2,500 per month								
			Free basic water		Free basic sanitation		Free basic electricity		Free basic refuse	
		Total	Access	%	Access	%	Access	%	Access	%
2012/13		3 700	2 405	65	3 213	86.83	1 739	47	0	0

2013/14		3 700	2 405	65	3 213	86.83	1 739	47	0	0
2014/15		3 700	2 405	65	3 213	86.83	1689	47	0	0

Financial performance 2012/13, 2013/14 and 2014/15; cost to the municipality of free basic services									
Service delivered	2012/13			2013/14			2014/15		
	Actual	Original Budget	Adjustment Budget	Actual	Variance	Adjustment Budget	Actual	Variance	Adjustment Budget
Free Basic Electricity	605,447,00		600,000,00	812,847,98	187,158,02	1,000,000,	563,530,76	336,469,24	900,000,00

Free Basic service policy objectives from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Ensure the provision of free basic electricity to indigent households	Number of indigent households with access to free basic electricity	Increase the number of indigent households receiving free basic electricity	3700	1739	3700	1689	3700

COMPONENTB: ROADS AND STORM WATER MANAGEMENT

INTRODUCTION TO ROADS AND STORM WATER MANAGEMENT

Transportation and transportation infrastructure make a major contribution to the facilitation of economic activity. A major stride has being made in improving the condition of the roads in the municipality. The municipality has a total of 563.2km road network.321.79km road tarred which constituents 57.13% of the total road network. But maintenance remains a major challenge. The municipality in the main uses MIG funding for new roads construction and its own funding for the maintenance of road infrastructure.

Gravel Road Infrastructure				
	Total gravel roads	New gravel road constructed	Gravel road upgraded to tar	gravel roads/graded maintained
2012/13	234km	0	4km	184.7km
2013/14	238km	0	4km	180.7km
2014/15	242km	0	4.017km	176.68km

Tarred Road Infrastructure					
	Total Asphalted roads	New Asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained
2012/13	321.79km	4km	0	0	114.15km
2013/14	325.79km	4km	0	0	110.15km
2014/15	329.80km	4.017 km	2km	0	106.15km

Employees: Road Services					
Job Level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 – 3	00	00	00	00	0
4 – 6	01	01	01	00	0
7 – 9	01	01	01	00	0
10 – 12	00	00	00	00	0
13 – 15	05	07	05	02	0
16 – 18	00	00	00	00	0
19 – 20	00	00	00	00	0
Total	07	09	07	02	22.22%

Financial Performance 2014/15: Road Services							
Details	Actual	2013/14		2014/15			
		Original Budget	Adjustment Budget	Actual	Original Budget	Adjustment Budget	Variance to budget
Total Operational Revenue (excluding tariffs)	2,006,729,54		1,927,416,07	2,031,106,77		2,616,000,00	584,893,23
Expenditure:							
Employees	4,530,760,48		4,829,595,68	5,128,510,98		2,669,559,40	(2,458,951,58)
Repairs and Maintenance	2,130,075,05		3,526,500,00	665,345,26		1,564,750,00	899,404,74
Other	1,741,556,67		1,986,566,00	1,764,985,15		2,433,991,91	669,006,76
Total Operational Expenditure	8,402,392,20		10,372,661,68	7,558,841,39		10,331,792,31	2,772,950,92
Net Operational (Service) Expenditure	(6,395,662,66)		(8,445,245,61)	(5,527,734,62)		(7,715,792,31)	(2,188,057,69)

						R' 000				
Capital Projects	2013/14					2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance	Total Project Value	Budget	Adjustment Budget	Actual Expenditure	Variance	Total Project Value
Total All										
Hlohlokwe Access Road	6,000,000,00	5,840,187,13	4,639,961,07	1,200,226,06		2,942,544,00	2,679,385,96	2,667,027,15	12,358,81	10,655,495,99
Maruleng low level bridges	3,000,000,00	3,264,000,00	2,800,278,19	463,721,81		3,000,000,00	3,000,000,00	2,348,940,46	651,059,54	6,655,575,05
Willows Sports Field	3,397,000,00	5,840,187,13	4,458,310,15	1,3818,876,98		3,070,175,44	3,070,175,44	-	3,070,175,44	
Metz Internal Streets	6,000,000,00	4,102,764,14	3,783,683,45	319,080,69		-	-	-	-	8,124,659,92
Metz Internal Street Phase 2	-	-	-			2,942,544,00	6,012,719,30	5,948,426,58	326,842,72	6,638,100,16
Community Halls	750,000,00	300,000,00	-	300,000,00		5,263,157,88	5,263,157,88	5,257,456,09	5,701,79	13,109,457,35
Turkey 02 Access Road	250,000,00	150,000,00	-	150,000,00		3,070,175,44	4,385,964,91	5,299,751,65	(913,826,74)	11,092,468,02
Sofaya access road	-	-	-	-	-	3,728,070,18	3,728,070,18	3,743,868,07	(15,797,89)	7,409,535,53
Sedawa access road	-	-	-	-	-	3,924,561,41	3,924,561,41	4,071,647,61	(147,086,20)	12,827,113,00
Maruleng indoor sports centre	6,063,719,46	2,893,942,83	2,538,546,34	355,396,49		3,508,771,93	5,526,315,79	4,575,399,71	950,916,08	49,687,397,88
Rehabilitation of Hoedspruit	750,000,00	750,000,00	-	750,000,00		2,000,000,00	2,000,000,00	477,858,85	1,522,141,15	1,052,016,65
Branding of Hoedspruit Town	600,000,00	600,000,00	-	600,000,00		1,500,000,00	1,500,000,00	666,573,81	833,426,19	2,705,000,00

Roads and storm water management policy objectives from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Upgrading of roads from gravel to tar	Number of kilometers tarred	Kilometers of gravel road tarred	6km	4km	6km	4.017km	5.3km
Constructing of low level bridges	Number of low level bridges constructed	Construction of low level bridges	6	6	6	9	6
Road maintenance	Number of kilometer roads maintained	Routine maintenance of roads and bridges	308	287	308	237.224	308
Rehabilitation of roads	Number of kilometer roads rehabilitated	Rehabilitation of roads by re-asphalting	2km	2km	2km	1km	-

3.8 TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

INTRODUCTION TO TRANSPORT

There are three modes of public transport in the municipality namely road, railway and air but the dominate one being road transport. Road transport consists mainly of bus and taxis. The bus transport is mainly provided by Great North transport while taxi transport is privately owned.

STATUS OF TAXI RANK FACILITIES

LOCATION	STATUS	DESTINATIONS
Metz	The rank is formal with the following facilities: paved surface, shelter, loading bays, ablution blocks	The rank covers the following destinations: Tzaneen, Phalaborwa and Johannesburg
Masokisi (Ga-Sekororo)	The rank is formal with the following facilities: paved surface, shelter, loading bays, ablution blocks	The rank covers the following destinations: Tzaneen, Phalaborwa, Hoedspruit and Johannesburg
Hoedspruit	The rank is informal	The rank covers the following destinations: Phalaborwa, The Oaks and Acornhoek
The Oaks	The rank is formal with the following facilities: paved surface, shelter, loading bays, ablution blocks	The rank covers the following destinations: Tzaneen, Phalaborwa, Hoedspruit and Johannesburg

PUBLIC TRANSPORT CHALLENGES

The main challenge is the lack of formal taxi ranks with all related amenities in some strategic areas such as Hoedspruit. Disputes over operating routes occasionally occur resulting in conflicts amongst taxi associations. The other challenge is the bad states of roads that increase the operation and maintenance costs of public operators.

Licensing and registering authority

The municipality has a Licensing and Registering authority unit at head office in Hoedspruit. The centre operates from 7hoo to 16hoo

Law enforcement Unit

The municipality has a Law enforcement unit at head office in Hoedspruit which also operates during the weekend and holidays.

Licensing and Traffic Services		
Service indicators	2013/14	2014/15
Number of applications for drivers licenses	4540	5043
Number of drivers issued and converted	3884	4567
Number of learners license applications processed	2020	5678
Number of learners license issued	1460	4998
Number of M/V stopped	7011	9789
Number of road blocks	15	17
Number of summons issued	3081	5674
Number of Vehicle license issued	2001	3456

Licensing and Traffic Services					
Job level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	00	00	00	00	00
4-6	00	00	00	00	00
7-9	04	07	04	03	00
10-12	06	06	06	00	00
13-15	01	01	01	00	00
16-18	00	00	00	00	00
19-20	00	00	00	00	00
Total	11	14	11	03	23.07

Financial performance 2014/15: Licensing and Traffic Services and Community Services					
R' 000					
Details	2013/14	2014/15			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	23,744,00		282,790,41	29,353,61	253,436,80
Expenditure:					
Employees	9,530,068,53		12,209,908,09	11,235,338,72	974,569,37
Repairs & Maintenance	50,001,73		125,575,64	76,577,18	48,998,46
Other	7,457,978,29		10,524,807,40	8,684,103,93	1,840,703,47
Total operational expenditure	17,045,512,45		22,860,291,13	19,996,019,83	2,864,271,30
Net operational (service) expenditure	(17,021,768,45)		(22,577,500,72)	(19,966,587,27)	(2,610,913,45)

3.10 PLANNING

INTRODUCTION TO PLANNING

The responsibility of the municipal planning function relates to the following functions: settlement establishment and formalization, processing of land development applications, approval of land use rights applications such as rezoning, consolidation, subdivisions and consent use applications, implementation of building regulations and enforcement of building by-laws.

The municipality approves applications within one month of receipt. The major challenge regarding planning is the demarcation and formalization of sites as this function rests with the province and the municipality plays a coordinating and monitoring roles. In most cases services providers appointed by the province perform poorly. A number is none availability of land for development in Hoedspruit which is the municipal's economic hub.

Applications for Land Use Development						
Detail	Formalization of Townships		Rezoning		Built Environment	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Planning application received	3	5	32	67	192	202
Determination made in year of receipt	-	-	33	45	0	-
Determination made in following year	-	-	1	2	181	189
Applications withdrawn	-	-	1	2	11	13
Applications outstanding at year end	3	0	9	10	12	14

Planning service policy objectives from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Ensure that LUMS is updated	% of processing and finalization of all land development applications in line with LUMS	Update of LUMS	100%	100%	100%	100%	100%
Ensure that GIS is updated	Number of GIS updates conducted	Update of GIS	4	4	4	4	4
Ensure that SDF is reviewed	Number of SDF reviewed	Review of the 2007 SDF	1	Draft	1	1	-
Ensure that GIS server is purchased	Number of GIS serves purchased	GIS server	-	-	1	1	-

Employees: Planning Services					
Job level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	00	00	00	00	00
4-6	00	01	00	01	00
7-9	01	01	01	01	00
10-12	00	02	00	02	00
13-15	0	0	00	00	00
16-18	0	0	00	00	00
19-20	0	0	00	00	00
Total	01	04	01	03	75.0

Financial performance 2014/15: Planning services					
R 000					
Details	2013/14	2014/15			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	801,653,29		825,410,00	805,249,74	20,160,26
Expenditure:					
Employees	2,620,626,63		3,751,884,56	3,372,527,49	379,357,07
Repairs & Maintenance	0		0	0	
Other	580,369,55		3,460,819,00	1,703,397,61	1,757,421,39
Total operational expenditure	3,201,196,18		7,340,327,56	5,075,925,10	2,384,893,90
Net operational (service) expenditure	(2,399,542,89)		(6,514,917,56)	(4,270,675,36)	(2,244,242,20)

No key physical planning capital project for the period under review

LOCAL ECONOMIC DEVELOPMENT

INTRODUCTION TO LOCAL ECONOMIC DEVELOPMENT

The municipality approved its revised Local Economic Development Strategy for the period under review during the council meeting of the third quarter. The strategy identifies the key sector of the Maruleng economy being agricultural development including Agro-processing which is already the largest source of formal employment, tourism, which is a key sector with significant opportunities for expansion and growth, and retail and service business.

The period under review witness the implementation of the following key service delivery priorities:

- The creation of over 1700 jobs opportunities through Community Works Programme, Expanded Public Works Programme, and implementation of municipal capital works programme through labour-intensive methods.

Job Creation through EPWP* Projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
2013/14	6	334
2014/15	14	681
		1029 (COGHSTA's Community Work Programme)

Planning service policy objectives from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Ensure that Hoedspruit is branded	Number of landmark walls constructed	Signage and branding	-	-	3	3	Monument
Ensure that Hoedspruit market stalls are reconstructed	Number of reconstructed market stalls	Hoedspruit market stalls	10	0	10	0	10

Job level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	00	00	00	00	00
4-6	00	00	00	00	00
7-9	02	02	02	02	100%
10-12	00	00	00	00	00
13-15	00	00	00	00	00
16-18	00	00	00	00	00
19-20	00	00	00	00	00
Total	02	02	02	02	33.3%

Financial performance 2014/15: Local Economic Development services and Spatial Planning					
R' 000					
Details	2013/14	2014/15			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	801,653,29		825,410,00	805,249,74	20,160,26
Expenditure:					
Employees	2,620,626,63		3,751,884,56	3,372,527,49	379,357,16
Repairs & Maintenance	0		0	0	0
Other	580,369,55		3,460,819,00	1,703,397,61	1,757,421,39
Total operational expenditure	3,201,196,18		7,340,327,56	5,075,925,10	2,264,402,46
Net operational (service) expenditure	(2,399,542,89)		(6,514,917,56)	(4,270,675,36)	(2,244,242,20)

Capital expenditure 2014/15:Local Economic Development Services					
					R' 000
Capital Projects	2014/15				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total project value
Total all					
Project A	1,500,000,00	1,500,000,00	460,033,78	1,039,966,22	1,500,000,00
Project B	400,000	0.00.	0.00	0.00	

COMPONENT D: COMMUNITY & SOCIAL SERVICES

INTRODUCTION TO COMMUNITY AND SOCIAL SERVICES

The municipality has traffic and licensing section which performs issuing of licenses, car permits and traffic law enforcement. The municipality generates income from these functions. There are two libraries in the municipality. The library in Metz is an important milestone because of its location and accessibility by most community members. Community members and schools benefit a lot from municipal library services. The municipality has 9 other community halls. The designs for the three community halls are complete and construction will start next financial year. Community hall backlog is about 24.

Planning service policy objectives from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Ensure that community halls are constructed	% completion of community halls	4 community halls	Planning stages	Planning stages	60%	60%	100%
Ensure that sports field is constructed	% completion of sports field	The Willows sports field	40 %	60%	100%	100%	hall
Ensure that indoor sports centre is constructed	% completion of indoor sports centre	Maruleng indoor sports centre	Planning stages	Planning stages	40%	20%	100%

Libraries and community halls					
Job level	2013/14	2014/15			
	Employees No.	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
0-3	00	00	00	00	00
4-6	00	00	00	00	00
7-9	00	00	00	00	00
10-12	01	02	01	00	00
13-15	06	06	06	00	00
16-18	00	00	00	00	00
19-20	00	00	00	00	00
Total	07	08	07	01	12.5%



WILLOWS SPORTS FIELD

THE TABLE BELOW REFLECTS AVAILABILTY AND BACKLOG OF STANDARD SPORTS FACILITIES WITHIN WARDS

WARD	AVAILABILITY	BACKLOG
1	0	1
2	1	0
3	0	1
4	0	1
5	0	1
6	0	1
7	0	1
8	0	1
9	0	1
10	1	0
11	0	1
12	0	1
13	0	1
14	0	1

THE TABLE BELOW REFLECTS AVAILABILTY AND BACKLOG OF COMMUNITY HALLS WITHIN WARDS

WARD	AVAILABILITY	BACKLOG
1	1	0
2	1	1
3	1	1
4	0	3
5	1	2
6	1	2
7	0	3
8	0	3
9	1	0
10	0	2
11	1	0
12	0	2
13	1	1
14	0	3

DISASTER MANAGEMENT

INTRODUCTION TO DISASTER MANAGEMENT

The municipality has a unit that specifically deals with disaster incidents and the rehabilitation of disaster victims. The unit is working in collaboration with Mopani District Municipality. The budget is set aside annually to attend to disaster issues. The District provides its locals with resources and personnel for proper execution of their duties. The municipality has a credible Disaster Management Plan which gave the municipal areas that need an urgent attention. The municipality held Disaster Management Advisory Forum sitting on quarterly basis to inform communities about performance regarding incidents that occurred during the period under review.

Planning service policy objectives from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Ensure that Disaster plan is reviewed	Number of plans reviewed	Review Disaster plan	1	1	1	1	1
Ensure that Disaster recovery plan is developed	Number of recovery plans developed	Development of disaster recovery plan	-	-	1	0	1
Ensure that Disaster awareness campaigns are held	Number of awareness campaigns held	Awareness campaigns on disaster management	8	24	8	12	12
Ensure that Disaster strategic plan is held	Number of strategic planning session held	Strategic planning session on disaster management	1	1	1	0	1

DISASTER MANAGEMENT					
Job level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
00-3	00	00	00	00	00
4-6	00	00	00	00	00
7-9	01	01	01	00	00
10-12	00	01	00	01	00
13-15	00	03	00	03	03
16-18	00	00	00	00	00
19-20	00	00	00	00	00
Total	01	04	01	04	75%

Financial performance 2014/15: Disaster Management					
R` 000					
Details	2013/14	2014/15			
	Actual	Original budget	Adjustment budget	Actual	Variance to budget
Total operational revenue (excluding tariffs)	400,00		0	0	0
Expenditure:					
Employees	6,405,120,37		7,816,932,05	7,060,239,44	756,692,61
Repairs & Maintenance	0		0	0	0
Other	2,431,951,64		4,729,620,14	2,522,524,55	2,207,195,59
Total operational expenditure	8,837,072,01		12,546,552,19	9,582,763,99	2,963,788,20
Net operational (service) expenditure	(8,836,672,01)		(12,546,552,19)	(9,582,763,99)	(2,963,788,20)

COMPONENT D: CORPORATE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

For the 2014/15 financial year Maruleng Municipality took leaf from the King III report on good governance by including in its operations the functionality of risk function as well as the development and implementation of corruption and anti-fraud strategies. Risk register was developed and its focus was on strategic risks, operational risks and Human Resources risks.

2.6 RISK MANAGEMENT

The municipality regards risk management as one of the pillars required for the sustainability and corporate management. In compliance to with MFMA which is S62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality has a dedicated risk unit. Risk assessment sessions were conducted with the assistance of the Provincial and COGHSTA through the municipal Risk Management Committee to help the municipal management with the identification and profiling of risks within the municipality.

Top five risks identified are as follows:

- Lack of access to land and increased land prices
- Theft and vandalism of projects
- Untraceable rate payers
- Shortage of skilled personnel
- Health hazard

Risk and internal audit service policy objectives from IDP							
Service objectives	Service Indicator	Outline service targets	2013/14		2014/15		2015/16
			Target	Actual	Target	Actual	Target
Ensure improved audit opinion	% in addressing issues raised by A-G as per management letter	Implementation of plan to Address A-G issues raised during auditing	100%	100%	100%	100%	100%
To promote good governance	Number of quarterly reports on internal audit with recommendations and progress report	Improve corporate governance	4	4	4	4	4
To promote good governance	Number of PMS audits conducted	Performance management	4	4	4	4	4
To promote good governance	Number of Risk Based Internal Plan approved by council	Mitigation of risks	1	1	1	1	1

Risk Management and Internal Audit					
Job level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	00	00	00	00	00
4-6	01	01	01	01	00
7-9	02	03	02	03	00
10-12	03	04	03	04	00
13-15	00	00	00	00	00
16-18	00	00	00	00	00
19-20	00	00	00	00	00
Total	06	08	06	02	25%

Financial performance 2014/15: Risk Management and Internal Audit					
R'000					
Details	2013/14	2014/15			
	Actual	Original budget	Adjustment budget	Actual	Variance
Total operational revenue (excluding tariffs)	400,00		0	0	0
Expenditure:					
Employees	6,405,120,37		7,816,932,05	7,060,239,44	756,692,61
Repairs & Maintenance	0		0	0	0
Other	2,431,951,64		4,729,620,14	2,522,524,55	2,207,195,59
Total operational expenditure	8,837,072,01		12,546,552,19	9,582,763,99	2,963,788,20
Net operational (service) expenditure	(8,836,672,01)		(12,546,552,19)	(9,582,763,99)	(2,963,788,20)

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

Information and Communication Technology is but one area that is cardinal in ensuring that communication lines from within and outside the municipality is maintained. Its major service delivery priorities include: i. improvement of citizen participation within the municipality governance; ii. To enable and support technology integration throughout the municipality; iii. To deploy technology for cost effective, responsive service delivery to citizens, business, employees and government. A number ICT policies were developed and adopted by council to enhance the functionality of ICT in the municipality

SERVICE STATISTICS FOR ICT SERVICES

Budget deficiencies remain a challenge as there was a dire need to expand the institutional IT infrastructure as well as maintaining other projects. The forward looking targets set for Information Technology are: To manage information as a strategic resource and create a culture of knowledge storing and sharing; to provide support for identification of opportunities for improvement in business productivity and efficiency through the utilization of ICT; to support and maintain the municipality's infrastructure optimally in a cost-effective manner; to provide IT skills training and ensure proper IT utilization; to deliver strategic ICT initiatives in a cost effective and timely manner.

Financial performance 2014/15: ICT Information and Communication					
Job level	2013/14	2014/15			
	Employees	Posts	Employees	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts) %
	No.	No.	No.		
0-3	00	00	00	00	0%
4-6	00	01	01	01	0%
7-9	01	00	00	00	0%
10-12	01	02	01	00	0%
13-15	00	00	00	00	0%
16-18	00	00	00	00	0%
19-20	00	00	00	00	0%
Total	03	03	03	01	33.3%

Financial performance 2014/15: ICT Information and Communication					
R' 000					
Details	2013/14	2014/15			
	Actual	Original budget	Adjustment budget	Actual	Variance
Total operational revenue (excluding tariffs)	400,00		0	0	0
Expenditure:					
Employees	6,405,120,37		7,816,932,05	7,060,239,44	756,692,61
Repairs & Maintenance	0		0	0	0
Other	2,431,951,64		4,729,620,14	2,522,524,55	2,207,195,59
Total operational expenditure	8,837,072,01		12,546,552,19	9,582,763,99	2,963,788,20
Net operational (service) expenditure	(8,836,672,01)		(12,546,552,19)	(9,582,763,99)	(2,963,788,20)

CHAPTER 3

ORGANIZATIONAL DEVELOPMENT AND PERFORMANCE (HUMAN RESOURCES)

INTRODUCTION

The municipal Organizational structure was aligned to IDP and budget. The structure was also adopted by council. Skills gaps that were crucial in work performance were identified and training interventions were made to address such gaps. The institution comply with the national legislation

STAFF INFORMATION

The Municipality has the following six administrative departments:

- Office of the Municipal Manager
- Budget and Treasury
- Corporate Services
- Technical Services
- Community Services
- Spatial Planning and Economic Development

DEPARTMENTAL RESPONSIBILITIES		
MUNICIPAL MANAGER'S OFFICE	CORPORATE SERVICES	BUDGET AND TREASURY
<ul style="list-style-type: none"> • Overall responsibility for the organization • Strategic Planning (IDP,PMS,SDBIP) • Communication • Internal Auditing • Disaster Management • Information Technology • Public Participation 	<ul style="list-style-type: none"> • General Administration (Human Resource) • Legal Services • Council Support • Policies and Procedures • Capacity Building/Training • Occupational Health and Safety 	<ul style="list-style-type: none"> • Income and Expenditure • Debt Management • Budgets • Asset Management • Financial Reporting • Supply Chain Management • Fleet Management
SPATIAL PLANNING AND ECONOMIC DEVELOPMENT	TECHNICAL SERVICES	COMMUNITY SERVICES
<ul style="list-style-type: none"> • Spatial Planning • LED • Land Reform • Building Regulations 	<ul style="list-style-type: none"> • Municipal Roads and Storm Water • Infrastructure management • Project Management • Drainage and Storm Water • Housing Facilitation 	<ul style="list-style-type: none"> • Waste Management • Sports and Recreation • Parks and Cemeteries • Traffic and licensing • Youth and Gender matters

		<ul style="list-style-type: none"> • Thusong Services Centre
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STAFF PROFILE PER DEPARTMENT

DEPARTMENT	TOTAL POST	FILLED	VACANT
Office of the Municipal Manager	24	16	8
Budget and Treasury	24	19	5
Corporate Services	26	20	6
Community Services	54	44	10
Technical Services	45	35	10
Spatial Planning and Economic Development	12	7	5
TOTAL	185	141	44

The table reflects 76.21% of the total positions filled against 23.79% of the total vacant positions. In the financial year 2007/8 only 36.75% positions were filled. This is a major achievement.

4.4 Employment Equity

This Table provides staffing Information									
Occupation Level	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top Management	3				2				5
Senior Management	5				4			1	10
Professional qualified experienced specialists and mid-management	10				10				20
Skilled technically qualified and academically qualified	9				11				20
Semi-skilled and discretionary decision making	18				17				35
Unskilled and defined decision making	28				23				51
TOTAL PERMANENT	73				67			1	141
GRAND TOTAL	73 (51.77%)				68 (48.22%)			1(0.71%)	141

Employment Equity Statistics

(Alphabets) A = African C = Coloured I = Indian W= White

SKILLS DEVELOPMENT

The Skills Development Act requires that employers develop skills that are industry related and those in shortage. This requirement is enforced through the development and implementation of the Workplace Skills Plan (WSP) by the Local Government Sector Education and Training Authority (LGSETA). The municipality has consolidated employees skills need for submission to the LGSETA.

During the 2014/15 financial year, the municipality only met 27% of the targeted training due to delay in supply chain management processes on the appointment of service providers. It spent only R654, 040.00 of the R800, 000 budgeted for skills development which equates to only 81.75 %.

Management and Leadership Development

The municipality has already developed WSP for 2014/15 and submitted for procurement processes. Below is the table on status quo of the trainings planned and conducted.

Skill Development Programmes

Strategic Priority Area	Employment Category	Type of Learning Intervention	Name of Training Institution	Number Trained	Cost in Rand
Workplace Training Systems	IDP ,Finance and S56 Manager	Finance Management Programme/cpmd	Kgolo institute	10	R473,500.00
Workplace Training Systems	HR, Auditor, PMS and IT	VIP Training	Sage VIP academy	10	R126,830.00
Workplace Training Systems	Communication	Communication	Wits	01	R15,000.00
Workplace Training Systems	HR	Munsoft	Munsoft Academy	04	R19,000.00
Workplace Training Systems	Auditors	Auditing	Institute of Internal Auditors	04	R19,710.00

Personnel Expenditure

Financial Year	R,000	% of Total Expenditure
2013/14	30 704 717	28.10
2014/15	39 694 442	32.90

Pension and Medical Funds

Benefits Management

Name of Scheme/Fund	Number
Pension Fund	
Municipal Gratuity Fund	24
Municipal Employee Pension Fund	103
Government Employee Pension Fund	0
National Pension Fund for Municipal Workers	11
Municipal Councillors Pension Fund	25
Medical Fund	
Hosmed	13
Bonitas	33
LA Health	3
Discovery	1
Key	2
SAMWUMED	3

Arrears owed by Staff and Councillors

In line with Section 164 of the MFMA, no loan was granted to staff or councillors

Salary Disclosures

OFFICIALS					
Designation	Annual Remuneration	Travel Allowance and other allowances	Performance and other bonuses	Contribution to UIF, Medical Aid and pension funds	Total Package
Municipal Manager	663 964	298 041	-	229 017	1 191 022
Chief Finance Officer	458 640	1 338	-	-	521 187
Director :Technical Services	593 192	129 611	-	208 653	931 456
Director: Community Services	506 945	267 611	47 292	106 194	928 643
Director: Corporate Services	141 948	53 006	67 238 (acting allowance)	20 097	282 290
Director Spatial Development and Planning	480 820	309 611	36 748	136 377	962 820

Designation	Annual remuneration
Mayor	736 834
Speaker	519 460
Executive Committee Members	1 233 781
Councillors Part time	4 811 000
Councilors (full time)	504 111
Total	7 805 186

Appointments, Resignations and retirements

Appointments				
	Employee Name	Position	Date of Appointment	
1	Makamu E	Chief Finance Officer	01/10/2014	
2	Moeng MK	Finance Intern	01/10/2014	
3	Malomane MC	Risk Intern	01/05/2015	
4	Mnisi PT	Risk Intern	01/05/2015	
5	Baloyi NM	PMS Officer	01/05/2015	
6	Shabangu F	IDP Officer	01/05/2015	
7	Sebelebele HT	Senior Accountant:SCM	01/05/2015	
8	Maponya RB	Senior Accountant :Revenue	01/05/2015	
9	Mabotha KR	Senior Accountant: Expenditure	01/06/2015	
10	Mamatlepa RV	Senior Technician	01/06/2015	
11	Sikhwivhilu TN	Town Planner	01/06/2015	
12	Mogale TM	Ward Councillor	01/05/2015	
Resignations				
	Employee Name	Position	Date of Resignation	Reason for resignation
1	Masete M	Accountant: Expenditure	31/07/2014	Better work opportunity
2	Matlou MM	Finance Intern	31/08/2014	Better work opportunity
3	Machimane CP	Secretary- Community Services	31/07/2014	Other avenues
4	Mosuma LS	Risk Intern	01/12/2014	Better offer
5	Maraba RS	Risk Intern	28/02/2015	End of contract
Retirements				
1	Malepe KI	Driver: water tanker	28/02/2015	Early retirement
2				
Deceased				
1	Popela MB	EXCO Member	28/02/2015	Death

Suspensions and Expulsions

No employee was expelled

Injuries on duty

Employee	Nature of Injury	Sick Leave Days
Shai M	Cut right finger (removed nail)	01
Shikwambane	Minor hip dislocation	07

Occupational Health and Safety (OHS)

Injuries on duty

- Minor injuries and near misses were reported.
- At least few fake injuries were reported from Community Services.

PPE

- The municipality managed to secure protective clothing for all General workers, Housekeepers and EPWP employees
- Few employees do not put on protective clothing i.e. Waste truck personnel (except for Nkwane) and technical driver Seerane T.J.

Other findings

- Reports and recommendations on dilapidating Thusong building, community Halls that are used to store redundant materials, floor broken tiles in Hoedspruit hall and Registry, water connection into fire hose reels, fire sensor and detection system in municipal buildings, security guard room and intercom were reported and nothing was done.

Safety Representatives and committee

- Safety reps were nominated and appointed but non-functional due to poor support by management.

Recommendations

- Taking actions on all findings reported by management
- Employees should be retrained on injuries on duty to enable them to distinguish between reportable and non reportable incidents/ accidents.
- Supervisors and Directors should monitor and encourage employees on proper wearing of protective clothing to avoid unnecessary injuries.
- Thusong and Licensing should have guard rooms to ensure quality control of people entering and exiting municipal premises.

HR Policies and Plans

	Name of Policy	Developed	Reviewed	Date adopted by Council or comment on failure to adopt
		%	%	
1	Leave policy		100%	29 June 2015
2	Recruitment and retention policy		100%	29 June 2015
3	Employee Bursary	100%		29 June 2015
4	Relocation policy	100%		29 June 2015
5	Overtime Policy		100%	29 June 2015
6	Fleet management policy		100%	29 June 2015
7	Travelling and subsistence		100%	29 June 2015
8	Car Allowance Policy		100%	29 June 2015
9	Cell phone policy		100%	29 June 2015
10	Supply chain management policy		100%	29 June 2015

CHAPTER 4

ANNUAL PERFORMANCE INFORMATION

1. INTRODUCTION

The Maruleng Municipality's 2014/15 annual Performance report reflects the institution's service delivery and developmental achievements, as well as challenges, in recognition of the Municipality's obligation to be an accountable, transparent and efficient organization. The compilation of this report is done in compliance to various pieces of legislation. Key amongst such legislations are, Local Government: Municipal Systems Act No.32 of 2000, Local Government: Municipal Finance Management Act No.56 of 2003, and National Treasury Circulars (especially circular 11 and 63).

The MSA and MFMA state that every municipality and municipal entity must prepare an annual report performance report which must form part of the annual report of the municipality's actual performance in relation to what was planned for in the IDP and SDBIP. It is therefore a post-reflection of planned targets and their actual with a provision for reasons for variances as well as mitigation/corrective measures taken.

The annual performance report of the Maruleng Municipality is aligned to the Municipal IDP and Budget for 2014/15 financial year and that is aligned to the Service Delivery and Budget Implementation Plan and in-year reports.

2. PURPOSE

This annual performance report seeks to attain the following purposes:

- The provision of report on performance in service delivery and budget implementation plan for the 2014/15 financial year
- To promote transparency and accountability for the activities and programmes of the municipality vis-à-vis the six key performance areas

- To provide a record of activities of the municipality for the 2014/15 financial year to which this report relates.

3. THE ROAD MAP

The attached annual report of Maruleng Municipality is a product of in-year reports which has been consistently submitted to council and council committees. Upon signing of the SDBIP 2014/15 in June 2014 the municipality facilitated the signing of performance agreements by the Senior Management team led by the Accounting Officer. On a quarterly basis reports on implementation of the SDBIP were sent to the Executive Committee and council. No formal performance reviews were conducted to the expire team of office of the Audit Committee. The report on annual performance is also backed by Portfolios of Evidence which has been submitted to the office of the Municipal Manager.

4. SUMMARY OF PERFORMANCE FOR THE 2014/15 FINANCIAL YEAR

The Municipality had six directorates, including the office of the Municipal Manager, during the period under review, namely (1) Budget and Treasury; (2) Corporate Services; (3) Community Services; (4) Technical Services; (5) Spatial Planning and Economic Development; and (6) Office of the Municipal Manager. All the six directorates cumulatively contributed to the annual performance report of the Municipality for the period under review.

The SDBIP and Annual Performance Report 2014/15 comprise six Key Performance Areas of Local Government, viz, (1) Spatial Planning and Rationale; (2) Basic Service Delivery; (3) Local Economic Development; (4) Financial Viability; (5) Good Governance and Public Participation; (6) Municipal Transformation and Organizational Development.

The municipality had **111** Key Performance Indicators wherein a total of **81 KPIs** were achieved as planned, **24 KPIs** were not achieved and **6KPIs** were withdrawn. So the total number of KPIs remained at **105**. The unachieved **24KPIs** do not actual translate in non-performance but that include KPIs which were not fully actualized even though there was progress towards their attainment. This includes partially achieved targets. The withdrawn projects are water and sanitation programmes, markets stalls, site demarcation and formalization, and The Oaks information centre. And they were withdrawn through a council resolution.

Capital projects such as Rehabilitation of Hoedspruitmain street, indoor sports center and Bochabelo community hall added numbers to the unachieved targets and reasons for such variances and corrective actions are included in the main report.

On areas of unachieved KPIs are found in. Corrective actions on unachieved targets are reflected in the main report while the 2015/16 SDBIP has taken into cognizance such and has accommodated those programmes in the subsequent financial year.

5. MATTERS THAT HAVE DIRECT BEARING ON THE PERFORMANCE OF THE MUNICIPALITY DURING THE PERIOD UNDER REVIEW

The 2014/15 financial year was negatively impacted by the late appointment of Service Providers, failure to extend refuse collection to rural areas. The period under review also experienced the expired term of office of the Audit Committee and vacancy in the position of Director of Corporate Services.

6. CREDIBILITY AND AUDIT OF PERFORMANCE INFORMATION

The Maruleng Internal Audit Unit performed quarterly audits on the quarterly performance reports and annual report performance report in order to verify if the information provided during the reporting stages agree with the portfolios of evidence availed by individual directorates and their senior managers.

KPA 1: SPATIAL RATIONALE

STRATEGIC OBJECTIVES: PLAN FOR THE FUTURE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Review Spatial Development Framework	Ensure that planning and development is informed by the Spatial Development Framework	Number of SDF reviewed	2007 SDF	1	1	None	None	None	Council Resolution	SPED

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE: IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Free Basic Electricity	Ensure that indigents households are provided with free basic electricity	Number of indigents households with access to free basic electricity	1796	1 961	1689	272	No dedicated official to deal with indigents households welfare	Appointment of indigent officer to deal with indigent on a daily basis	Quarterly reports	Technical Services
Hlohlokwe access road	To upgrade a road from gravel to paved road	KM of Hlohlokwe access road paved	Sub-base and base completed	587m	587m completed	0	587m	None	Completion certificate	Technical Services
Metz internal streets	To upgrade a road from gravel to paved road	KM of Metz internal streets paved	Phase 1 completed	700m	700m	0	None	None	Completion certificate	Technical Services
Turkey 02 access road	To upgrade a road from gravel to paved road	KM of Turkey 02 access road paved	Sub-base and base completed	1km	1km	0	None	None	Completion certificate	Technical Services
Sofaya main road	To upgrade a road from gravel to tarred road	KM of Sofaya access road surfaced	New	600m	2.2km	1.6km(the project was projected to be completed in multi-years but the Contractor managed to	None	None	Completion certificate	Technical Services

						cover the full scope)				
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STRATEGIC OBJECTIVE: IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Sedawa access road	To upgrade a road from gravel to paved road	KM of Sedawa road paved	New	1.13km road paved	1.13km	None	None	None	Completion certificate	Technical Services
Rehabilitation of Hoedspruit main street	To rehabilitate Hoedspruit main street	KM of Hoedspruit main street rehabilitated	Middle line completed	Sealing one side shoulders of 1km road	Potholes sealed, laying of kerbs and edge break repairs	1km	Late appointment of service provider due to none compliance to procurement plan	Service provider to be appointed by 30/09/15	Completion certificate	Technical Services
Maruleng low level bridges	Construction of low level bridges	Number of low level bridges constructed	6 completed	9	8	1	None	None	Completion certificates	Technical Services
Solid waste management (refuse removal)	Ensure the provision of refuse removal services	Number of households with basic waste collection	1666 households	4752	1666	3086	Insufficient budget due to poor planning	Additional allocation for 2015/16 financial year for the extension of the service to rural households	Quarterly reports	Community Services
Fencing of cemeteries	Ensure that cemeteries are fenced	Number of graveyards fenced	6	3	0	3	Late appointment of service provider due to none	Service provider to be appointed by 30/09/15	Completion certificates	Technical Services

							compliance to procurement plan			
STRATEGIC OBJECTIVE: IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Maruleng indoor sports centre	Ensure the construction of indoor sports centre	% construction of indoor sports centre	Designs completed	(40% complete) <u>construction stage</u> -earth work and foundation & fencing)	Earthwork and car park completed and 30% foundation completed	10%	Too much loose material that caused deep excavation for foundation and import suitable material from borrowit	All excavation work completed which caused delay and project will be fast-tracked	Quarterly reports	Technical Services
Community Hall (In Willows sports field)	Ensure the construction of a hall (part of the stadium)	% completion of community hall	New	Designs for the hall	Designs not done	Designs	Late appointment of service provider due to none compliance to procurement plan	Service provider to be appointed by 30/09/15	Quarterly reports	Technical Services
Willows Sports field	Ensure that additional funding is secured	Amount to be Secured	Grand Stand and lawn completed	3,500,000,00	3,500,000,00(included in the 2015/16 budget)	None	None	None	Financial Statement	Technical Services
Bochabelo community hall	Ensure the construction of community hall	% completion of Bochabelo community hall	Consultant appointed	(20% completion) <u>Planning stage</u> -Designs development, Tender stage, Site handover	0% of the planning stage (Bochabelo community hall)	20%	Late appointment of service provider due to none compliance to procurement plan	Service provider to be appointed by 30/09/15	Quarterly reports	Technical Services

				and establishment						
Butswana community hall	Ensure the construction of community hall	% completion of Butswana community hall	Designs completed	(80% complete) <u>Construction stage-roof work completed</u>	80% of construction	None	None	None	Quarterly reports	Technical Services
STRATEGIC OBJECTIVE: IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Moshate community hall	Ensure the construction of community hall	% completion of Moshate community hall	Designs completed	(80% complete) <u>Construction stage-roof work completed</u>	100% of construction	None	None	None	Completion certificate	Technical Services
Turkey 3 community hall	Ensure the construction of community hall	Number of community halls constructed in Turkey 3	Consultant appointed	Designs and appointment of the contractor	Designs done	Contractor not appointed	Late appointment of service provider due to none compliance to procurement plan	Service provider to be appointed by 30/09/15	Quarterly reports	Technical Services
Signage and branding	Ensure that Hoedspruit is branded	Number of landmark walls constructed	Designs completed	3	3	None	None	None	Completion certificate	Technical Services
Street lighting	Ensure appropriate maintenance of public lighting	Number of street lighting maintained	148 lights	148 lights	10	138	Lack of internal capacity	To outsource the service	Quarterly reports	Technical Services
Maintenance	Ensure	Km roads	308km	308km	237.224km	70.776km	Utilized	Compactor	Quarterly reports	Technical

of roads and bridges	appropriate maintenance of roads and bridges	and bridges maintained					only one grader and the other one was broken	purchased		Services
Maintenance of parks and gardens	Ensure appropriate maintenance of parks and gardens	Number of parks and gardens maintained	11	11	9	2	2 parks are being rehabilitated by DEA	None	Quarterly reports	Technical Services

KPA 3: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE: GROW THE ECONOMY AND PROVIDE LIVELIHOOD SUPPORT										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Comment	Reasons For Variance	Corrective Action	Portfolio Of Evidence
LED programmes (SMMEs)	Ensure that SMMEs are supported	Number of capacity building workshops and training conducted	8	8	10	+2	More SMMEs workshops and training were supported than the targeted	More SMMEs workshops and training were supported than the targeted	None	Quarterly reports
EPWP	Ensure the creation of jobs through Expanded Public Works Programme	Number of work opportunities created through EPWP	500	150	168	+12	More jobs were created than the targeted 150	More jobs were created than the anticipated target	None	Quarterly reports
Tourism	Ensure the promotion of tourism in the municipal area	Number of existing tourism activities	3	3	5	+2	More activities than the targeted were	More activities than the targeted	None	Quarterly reports

		supported					supported	were supported		
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KPA 4: FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: BECOME FINANCIAL VIABLE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Portfolio Of Evidence	Reasons For Variance	Corrective Action	Responsibility
Updating financial management systems)	To update financial management systems	Number of financial management systems updated	2	2 (case ware &munsoft)	2	0	Quarterly reports	None	None	Budget & Treasury
Supplementary valuation roll (2015/2016)	Ensure credible supplementary valuation roll in place by 30 June 2015	Number of supplementary valuation rolls developed	2013/14 Valuation roll	1	1	0	Supplementary valuation roll	None	None	Budget & Treasury
Revenue Enhancement	To enhance revenue	Number of revenue enhancement strategies reviewed	2013/14 Enhancement Revenue Strategy	1		0	2014/15 Enhancement Revenue Strategy	None	None	Budget & Treasury

KPA 4: FINANCIAL VIABILITY

STRATEGIC OBJECTIVE: BECOME FINANCIAL VIABLE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Asset and inventory management	Ensure compliance to asset and inventory management policy (GRAP 17)	% compliance to Asset standard (GRAP 17)	80 % compliance	100% compliance to Asset standard (GRAP 17)	100% compliance to Asset standard (GRAP 17)	Pending audit outcome	Pending audit outcome	None	Quarterly reports	Budget & Treasury
Supply chain management	Ensure compliance to SCM regulations	% compliance to SCM regulations	80 % compliance	100% compliance to SCM regulations	90% compliance	10%	Emergency procurement in accordance to regulation 36(1) of SCM & minor breaches	Strengthening procurement processes	Quarterly reports	Budget & Treasury
MIG Expenditure	Ensure compliance to MIG expenditure	% compliance to MIG expenditure	100% (R30,000,000)	100% (R34,803,221)	87.08% (30 309 000)	12.92%	None compliance to procurement plan	Adherence to procurement plan	Financial report	Budget & Treasury

KPA5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ORGANISATION										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
External Auditing (Audit Opinion -finance and predetermined objectives)	Ensure improved audit opinion	Number of improved audit opinion from unqualified to clean audit	Unqualified	1	Pending	Pending	None	None	A-G report	Budget and Treasury
Annual financial statements (MFMA compliance)	Submission of annual financial statements within prescribed timeframe	Number of AFS submitted within regulated time	Submitted within prescribed timeframes	1	1	0	None	None	AFS	Budget and Treasury
Annual Performance Report (MFMA compliance)	Submission of Annual Performance Report within prescribed timeframe	Number of Draft Annual Performance reports submitted within regulated time	Submitted within prescribed timeframes	1	1	0	None	None	APR	Municipal Manager
External auditing	Ensure improved audit opinion	% in addressing issues raised by A-G as per management letter	90%	100%	100%	0	100%	None	Implementation reports	Budget and Treasury
Internal auditing	To promote good governance	Number of quarterly reports on internal audit with recommendations and progress report generated	4	4	4	0	4	None	Quarterly reports	Municipal Manager

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ORGANISATION										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Risk Based Internal Plan	To promote good governance	Number of Risk Based internal Plan approved	Risk Based internal Plan	1	1	0	None	None	Council resolution	Municipal Manager
Risk Based Internal Plan	To promote good governance	Number of quarterly reports on risk management with recommendations and progress report	4	4	4	0	None	None	Quarterly reports	Municipal Manager
Review of DRM plan	Ensure appropriate response to disaster management	Number of Disaster Risk Management Plans reviewed	2014/15 DRM plan	1	1	0	None	None	Council resolution	Municipal Manager
Disaster recovery plan	To develop a disaster recovery plan	Number of Draft disaster recovery plans developed	No plan	1	0	1	Insufficient budget	Additional budget allocated for 2015/16	Draft Disaster recovery plan	Municipal Manager

KPA6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

STRATEGIC OBJECTIVE: TO BUILD EFFECTIVE AND EFFICIENT ORGANISATION										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
IDP Review	Ensure that IDP/Budget are done within the legislated framework	IDP/Budget adopted by Council by 31 May	IDP/Budget adopted by Council on the 29 May 2014	Adopted by Council by 31 May	Adopted by Council on the 29 May 2014	0	None	None	Council resolution	Municipal Manager
Corporate PMS	Promote institutional accountability and compliance to PMS framework	Number of in-year reports submitted to Council	4	4	4	0	None	None	Quarterly reports	Municipal Manager
Individual PMS(performance agreements)	Sustain management of performance for Section 57 Managers	Number of signed performance agreements for section 54 and S56 within prescribed timeframe	5	6	5	1	Director-Corporate Services position vacant	Position advertised and agreements to be signed within 30 days of appointment	Signed Performance Agreements	Municipal Manager
Individual PMS(performance assessments)	Sustain management of performance for Section 57 Managers	Number of formal assessments conducted (S54 & 56)	2	2	0	2	Audit Committee term of office expired	To be conducted as soon as the committee is appointed (2015/16)	Assessment reports	Municipal Manager
Policy Development	Ensure alignment of	Number of policies	15	15	24	9	During the course of	None	Council resolution	Corporate Services

	policies to relevant legislation	developed/reviewed					the year a need arised for additional policies			
By-laws development	Providing and improving compliance to municipal regulatory environment	Number of by-laws developed/ reviewed	2	4	1	3	No proper needs analysis conducted	Conduct needs analysis regarding by-laws	Council resolution	Corporate Services

STRATEGIC OBJECTIVE: DEVELOP AND RETAIN SKILLED AND CAPACITATED WORKFORCE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Workplace skills plan	Ensure capacitated work force	Number of employees capacitated in terms of Workplace Skills plan	78	60	25	35	Poor planning	Conducting proper skills audit and develop training programme	Training reports	Corporate Services
Employment Equity Plan	Ensure that people from equity target are appointed in the three highest levels of the municipal management	Number of staff complement with disability	5	5	5	0	None	None	EE reports	Corporate Services
Employment Equity Plan	Ensure that people from equity target are appointed in the	Number of people from employment equity target group employed in	3	2	5	3	The municipality employed more people	None	EE reports	Corporate Services

	three highest levels of the municipal management	the three highest levels of the municipality					from the EE target in those levels			
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2OPERATIONAL LEVEL

KPA 1: SPATIAL RATIONALE

STRATEGIC OBJECTIVE: PLAN FOR THE FUTURE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Land Use Management Scheme	Ensure that Land Use Management Scheme is updated	% processing and finalization of all land development applications in line with LUMS	LUMS in place	100% compliance of all approved and development applications	100% compliance of all approved and development applications	0	None	None	LUMS reports	SPED
GIS server	Ensure that GIS server is purchased	Number of GIS server purchased	New	1	1	0	None	None	Financial report	SPED
Update of GIS	Ensure that GIS is updated	Number of GIS updates conducted	4	4	4	0	None	None	GIS reports	SPED

KPA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

STRATEGIC OBJECTIVE:IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Building maintenance	Ensure appropriate maintenance of buildings	Number of municipal buildings maintained	13	13	13	0	13	None	Quarterly reports	Technical Services
Maintenance of machines (grader, Tipper truck & truck)	Ensure appropriate maintenance of machines	Number of machines maintained	3	3	2	1	Grader is still new	None	Quarterly reports	Technical Services
Kampersrus land fill site	Ensure that service provider for Kampersrus landfill site is paid	Amount to be paid	Feasibility studies completed	2,500,000	0	Variance	DEA took over the project	None	Financial report	Technical Services
Office furniture	To purchase office furniture	Number Office furniture purchased	N/A	5 tables and 10 chairs	20 tables and 55 chairs	More furniture both as the result of new offices	None	None	Financial report	Technical Services
IT equipments	To purchase IT equipments	Number of IT equipments purchased	N/A	5 laptops & 10 desk top computers	5 laptops	10 desk top computers	Municipality hadsurplus from the computers purchased in 2013/14	None	Financial report	Technical Services

STRATEGIC OBJECTIVE:IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY									
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Server room upgrade	Ensure the server room is upgraded	Number of server rooms upgraded	Server room upgraded	1	2	None	None	Financial report	Technical Services
Soft ware	Ensure that software is purchased	Value of software purchased	N/A	560,000 (adjusted)	560,000 (adjusted)	None	None	Financial report	Technical Services
Repairs and installation of air conditioners	Ensure that air conditioners are repaired and maintained	Number of air conditioner s installed and repaired	N/A	20	20	None	None	Financial report	Technical Services
Installation of access control equipment	Ensure that access control equipments is installed	Number of access control equipments installed	New	2	0	None compliance to procurement plan	To be installed in 2015/16 financial year	Financial report	Technical Services

STRATEGIC OBJECTIVE:IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Photocopying machine with scanning device	Ensure that photocopying machine with scanning device is purchased	Number of photocopying machine with scanning device purchased	New	1	1		None	None	Financial report	SPED
Utensils	Ensure that utensils are purchased	Number of utensils purchased	New	20	20		None	None	Financial report	Municipal Manager
Equipments (road maintenance-related equipments)	Ensure that equipments are purchased	Value of equipments purchased	N/A	150,000	150,000		None	None	Financial report	Technical Services
Vehicles	Ensure that vehicles are purchased	Number of vehicles are purchased	N/A	3	1		The amount budgeted for only catered the grader	Additional cars to be purchased in 2015/16	Financial report	Corporate Services

KPA 3: LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE: GROW THE ECONOMY AND PROVIDE LIVELIHOOD SUPPORT										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
K2C support	Ensure that K2C is supported	Number K2C programmes supported	3	3	11	9	More programmes that needed support emerged during the course of the year	None	Quarterly reports	SPED

KPA 4: FINANCIAL VIABILITY

STRATEGIC OBJECTIVE; BECOME FINANCIALLY VIABLE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
MFMA implementation (S71 reports)	Compliance to MFMA	Number of S71 reports submitted to the mayor and provincial treasury within 10 working days of start of the month	12 MFMA reports	12	12	0	None	None	Quarterly reports	Budget & Treasury
MFMA implementation (S52 reports)	Compliance to MFMA	Number of S52 reports submitted to Council within 30 days of the end of each quarter	4 MFMA statutory reports	4	4	0	None	None	Quarterly reports	Budget & Treasury
MFMA implementation (S72 report: mid- year report)	Compliance to MFMA	Number of S72 reports submitted to Council and provincial treasury after assessment by the accounting officer by 25 January	1 Mid-year report (S72)	1	1	0	None	None	Mid-year report	Budget & Treasury
MFMA implementation (S28 reports)	Compliance to MFMA	Number of Adjustment Budget reports submitted to Council in terms of S28	1 Budget Adjustment Report	1 Budget Adjustment Report	1	0	None	None	Council Resolution	Budget & Treasury
Supply chain management	Ensure compliance to SCM regulations	Number of SCM reports submitted to Council and Treasury	4	4	4	0	None	None	Quarterly reports	Budget & Treasury
Fleet management	Ensure effective and efficient utilization of fleet	Number of monthly reports submitted on fleet management	4	4	4	0	None	None	Quarterly reports	Budget & Treasury

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT COMMUNITY INVOLVEMENT										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Communication	Ensure effective and efficient communication	Number of communication Strategy reviewed	2013/14 Communication Strategy	1	1	0	None	None	Council Resolution	Municipal Manager
Internal auditing	To promote good governance	Number of PMS audits conducted	4	4	4	0	None	None	Quarterly reports	Municipal Manager
Audit Committee	To promote good governance	Number of audit committee meetings held	4	4	3	0	Term of office expired	None	Quarterly reports	Municipal Manager
Municipal Public Accounts Committee	To promote good governance	Number of MPAC meetings held	5	4	4	0	None	None	Quarterly reports	Municipal Manager
Ward committees support	Ensure effective and efficient functioning of ward committees	Number of functional ward committees	14	14	14	0	None	None	Quarterly reports	Corporate Services
Ward committees support	Ensure effective and efficient functioning of ward committees	Number of monthly ward committees reports submitted	144	168	168	0	None	None	Quarterly reports	Corporate Services

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT COMMUNITY INVOLVEMENT										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Mayoral bursary fund	Provide requisite support to needy learners	Number of learners supported	4	4	4	0	None	None	Quarterly reports	Corporate Services
Council function and support	Ensure effective and efficient functioning of Council	Number of council sitting supported	8	4	9	5	5 are special council siting	None	Quarterly reports	Corporate Services
Council function and support	Ensure effective and efficient functioning of Council	Number of Section 79 and committee meetings held	16	16	16	0	None	None	Quarterly reports	Corporate Services
Traditional Leaders allowance	Ensure that traditional leaders receive allowance for attending council meetings	Number of traditional leaders receiving allowance	4	4	4	0	None	None	Financial report	Corporate Services
Elderly	Provide support to designated groups	Number of elderly initiatives supported	4	4	4	0	None	None	Quarterly reports	Community Services
Maruleng 16 Days of activism	Provide support to elderly	Number of 16 days of activism supported	1	1	1	0	None	None	Reports	Community Services

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT COMMUNITY INVOLVEMENT										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
HIV/AIDS programmes	Provide support to HIV/AIDS initiatives	Number of HIV/AIDS awareness road-shows held	24	12	12	0	None	None	Quarterly reports	Community Services
Gender programme	Provide support to designated groups	Number of gender initiatives held	4	4	4	0	None	None	Quarterly reports	Community Services
Women's month programme	Provide support to designated groups	Number of women's month activities initiated and supported	2	2	2	0	None	None	Reports	Community Services
New born baby	Congratulate mothers who give birth on the 1st January	Number of hospital visited	1	1	1	0	None	None	Quarterly reports	Community Services
Maruleng youth programmes	Provide support to designated groups	Number of youth initiatives initiated	8	6	6	0	None	None	Quarterly reports	Community Services
Mayoral sports tournament	Ensure that Mayoral sports tournament is organized	Number of Mayoral sports tournament held	1	2	2	0	None	None	Quarterly reports	Community Services

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT COMMUNITY INVOLVEMENT										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Disability Programme	Provide support to designated groups	Number of disability forum meetings held	2	4	4	0	None	None	Quarterly reports	Community Services
Awards to best performing schools	Encourage and reward best performance	Number of schools receiving awards	3	3	3	0	None	None	Quarterly reports	Community Services
Arts & cultural support programme	Provide support to arts and cultural programmes	Number of arts and cultural initiatives supported	8	4	4	0	None	None	Reports	Community Services
Greening programme	Ensure that greening initiatives are initiated	Number of greening initiatives initiated	2	2	2	0	None	None	Quarterly reports	Community Services

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT COMMUNITY INVOLVEMENT										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Town planning campaigning	Ensure that awareness campaigns on town planning are organized	Number of town planning awareness campaigns held	N/A	4	4	0	None	None	Quarterly reports	SPED
Disaster Risk Management awareness campaigns	Ensure appropriate response to disaster management	Number of Disaster Risk Management awareness campaigns held	12	4	6	2	2 additional campaigns on the danger of candle use as the results of candle accidents that happened	None	Quarterly reports	Municipal Manager
DRM strategic planning session	Ensure appropriate response to disaster management	Number of DRM strategic planning session held	1	1	0	1	Poor planning	To be convened in the next financial year	Reports	Municipal Manager

KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

STRATEGIC OBJECTIVE: DEVELOP AND RETAIN SKILLED AND CAPACITATED WORKFORCE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
IDP/PMS strategic planning session	To ensure that IDP strategies are reviewed	Number of strategic planning session held	1	1	1	0	None	None	Report	Municipal Manager
Corporate PMS	Promote institutional accountability and compliance to PMS framework	Number of Annual and oversight reports within stipulated timeframes adopted within stipulated timeframes	Annual and oversight reports adopted on the 27 March 2014	1 report (2013/14 Annual report)	1	0	None	None	Council Resolution	Municipal Manager
Workplace skills plan	Ensure capacitated work force	Amount actual spent(1 % of the salary budget of municipality) on implementing workplace skills plan (National Indicator)	450,000	838,400	654,750	179,650	Poor planning	Conducting proper skills audit and develop training programme	Financial report	Corporate Services
HR Management (payroll management and administration)	Maximize efficiency of payroll management	% accuracy on payroll information	Payroll system in place	100%	100%	0	None	None	Payroll report	Corporate Services
HR Management (Overtime management)	Ensure compliance of overtime regulation	% compliance to overtime regulation	100%	100%	100%	0	None	None	Overtime report	Corporate Services

STRATEGIC OBJECTIVE: DEVELOP AND RETAIN SKILLED AND CAPACITATED WORKFORCE										
Project	Objectives	KPI	Baseline	Annual Target	Actual Performance	Variance	Reasons For Variance	Corrective Action	Portfolio Of Evidence	Responsibility
Legal Services	Provide requisite legal support	Number of labour grievances resulting in law suit against the municipality	0	0	0	0	None	None	Quarterly reports	Corporate Services
Legal Services	Ensure that the municipality has SLA with all service providers	Number of service providers with signed Service Level Agreement	20	25	40	15	More service providers were appointed than the anticipated number	None	SLA	Corporate Services
Labour Forum	Ensure sound labour practice	Number of Local Forum Meetings held	4	4	4	0	None	None	Attendance register	Corporate Services
OHS	Ensure safe and healthy working environment	Number of compliance reports generated	4	4	2	2	OHS Officer was in a maternity and sick leaves	Staffing OHS unit	Quarterly reports	Corporate Services

PART B: PERFORMANCE OF EXTERNAL SERVICE PROVIDERS

Municipal Systems Act, No.32 of 2000 Section 46 (1) (a) stipulates that a municipality must prepare for each financial year a performance reflecting the performance of the municipality and of each service provider during the financial year. Below is the performance of external service providers during the year under review:

NAME OF THE SERVICE PROVIDER	SERVICE RENDERED	APPOINTMENT DATE	COMPLETION DATE	TENDER AMOUNT	PERFORMANCE REMARKS
Baobab Promotions	Supply and delivery of promotional material for Mayoral tournament and LED/tourism	21/08/2014		R156 078.54	Good
Twin Corner Construction and Projects	Construction of carparks	25/08/2014		R470 258.00	Good
HGM Steel boys cc	Supply and delivery of building material	25/08/2014		R144 767.00	Good
Nadzu Trading and General	Construction of Moshate Community Hall	25/08/2014		R4 960 716.00	Good
Dramatic Clothing	Supply and delivery of promotional material for special programs and MPAC	30/10/2014		R111 036.00	Good
Face of Earth Trading and Projects	Supply and delivery of protective clothing for EPWP staff	30/10/2014		R103 100.00	Good
Mpfumelelo Investment	Maruleng Indoor Sports Centre	28/11/2014	In progress	R43 455 238.00	In progress
Silver Solutions	Metz internal streets	28/11/2014	In progress	R6 638 100.00	In progress
Moepeng Trading	Sedawa Access Road	28/11/2014	In progress	R10 834 509.00	In progress
Zack Business Enterprise	Sofaya Access Road	28/11/2014	In progress	R6 394 660.53	In progress
Zack Business Enterprise	Turkey 02 Access Road	28/11/2014	In progress	R9 457 945.00	In progress
Baobab Promotions	Supply and delivery of promotional material for Ward Committees year end function, strategic planning and municipal manager's utensils	05/12/2014		R182 194.00	In progress
Mapheto Business Services	Provision of Security Services	05/12/2014	In progress	R401 922.30	In progress

NAME OF THE SERVICE PROVIDER	SERVICE RENDERED	APPOINTMENT DATE	COMPLETION DATE	TENDER AMOUNT	PERFORMANCE REMARKS
Cateo Trading Enterprise	Supply ,delivery and installation of air conditioners and servicing of existing air conditioners	5/12/2014	19/12/2014	R182 472.04	Fair
Fhima Consultancy & Projects	Supply and delivery of Microsoft Office 2013 and Microsoft Windows Licenses	22/12/2014	3/01/2015	R558 541.40	Good
Barloworld Equipment	Supply and delivery of motor grader	07/01/2015	12/02/2015	R3 117 740.00	Good
Seemo Construction	Construction of Butswana Community Hall	15/01/2015	In progress	R4 809 551.70	In progress
Rynthex Consulting Engineers	Construction of Bochabelo Community Hall	15/01/2015	In progress	R637 901.25	In progress
Rynthex Consulting Engineers	Rehabilitation of Hoedspruit main street	15/01/2015	In progress	R544 421.25	In progress
Malo a Botshiba Entertainments and Projects	Organizing of Go-lomaMorula event	28/01/2015	29/01/2015	R150 000.00	Good
Tshete Asphalt (PTY) Ltd	Supply and delivery of road maintenance material (cold mix asphalt)	24/02/2015	12/03/2015	R199 899.00	Good
Tladi& Associates Consulting JV Corp MD Consulting	Updating of stores and materials and automation of the inventory management system	19/03/2015	In progress	R1 140 000.00	In progress
Rockland Resources (Pty)Ltd	General Valuation Roll	17/04/2015	30/06/2015	R2 885 320.00	Good
Baobab Promotions	Supply and delivery of protective clothing for staff and traffic officers uniform	27/04/2015	4/05/2015	R365 484.00	Good
Turner Morris Manufacturing (Pty) Ltd	Supply and delivery of compactor	28/04/2015	15/05/2015	R165 300.00	Good

NAME OF THE SERVICE PROVIDER	SERVICE RENDERED	APPOINTMENT DATE	COMPLETION DATE	TENDER AMOUNT	PERFORMANCE REMARKS
JCK Travel Agency	Tiling of municipal hall and AV boardroom	28/04/2015	30/05/2015	R167 497.00	Good
Mathari 333 Business Enterprise	Repair of damaged building at traffic station	28/04/2015	30/05/2015	R171 028.00	Good
PWC	Provision of internal audit services	11/05/2015	22/06/2015	R228 000.00	Good
Durchame Consulting	Preparation and review of GRAP compliant asset register	11/05/2015	30/06/2015	R707 513.30	Good
Esri South Africa	Procurement of GIS server and its accessories	12/05/2015	30/06/2015	R374 296.20	Good
Mixo The Dawn General Dealer	Supply and delivery of building plans scanner	07/05/2015	30/06/2015	R329 950.00	Good
PfukaniKusile Consulting	Review of Land Use Management Scheme	12/05/2015	In progress	R855 000.00	Good
Silver Solutions 884 cc	Rehabilitation of Hoedspruit main street (contractor)	08/06/2015	In progress	R4 595 719.00	In progress
PGN Civils (Pty) Ltd	Hoedspruit Sewerage and pump station	20/08/2014	20/08/2014	R370 000.00	Good
Shatlou Trading Pty (Ltd)	Sewage repairs in main building	15/09/2014	15/09/2014	R182 148.00	Good
Shatlou Trading Pty (Ltd)	Repair and installation of sewage pump station	05/01/2015	05/01/2015	R386 132.34	Good
Oltin Trading and Projects	Repair of boreholes	29/04/2015	29/04/2015	R275 557.72	Good
Oltin Trading and Projects	Extension of reticulation and refurbishment of reservoir	02/04/2015	02/04/2015	R229 963.09	Good

PART C: COMPERATIVE PERFORMANCE FOR 2013/14 AND 2014/15 FINANCIAL YEARS

Municipal Systems Act, No.32 of 2000 Section 46 (1) (b) stipulates that a municipality must prepare for each financial year a performance reflecting a comparison of the performance referred to in paragraph (a) with targets set and performances in the previous financial year. Below is the comparison of performance of 2013/14 year and of the year under review (2014/15):

In 2013/14 financial year the municipality had 107 targets of which 76 were achieved and 31 were not achieved compared while in 2014/15 financial year the municipality had 105 of which 80 were achieved and 28 were not achieved. The municipality performed better in 2014/15 compared to 2013/14. However of great concern is the non- achievement of critical targets in both financial years such as:

- Refuse removal – on both years only 1666 households had access to waste removal which is 6.8% of the total households
- Skills development – no improvement on the number of employees trained and the budget spent which is supposed to be 1 % of the total wage bill
- Filling of Section 56 position- the position of director corporate services has been vacant for almost two years.
- Performance reviews of Section 54 & 56 managers- no formal reviews were conducted in both financial years
- Maintenance of street lights- no progress on both financial years
- Rehabilitation of Hoedspruit main street- no progress on both financial years
- Maruleng Indoor sports Centre – the project is moving at a slow pace

Below is the comparison of none achieved projects (targets) on both financial years.

Strategic Objective	Project	Project Objective	KPI	2013 /14 Target	Actual Performance	2014/15 Target	Actual Performance
Improve community well-being through accelerate service delivery	Refuse removal	Ensure the provision of refuse removal to households	Number of households with access to refuse removal	4918	1666	4752	1666
Improve community well-being through accelerate service delivery	Street lighting	Ensure that streets lighting are maintained	Number of streets lighting maintained	480	5	480	10
Improve community well-being through accelerate service delivery	Rehabilitation of Hoedspruit main street	Ensure that HSP main street is rehabilitated	KM of HSP main street rehabilitated	Sealing one side of pedestrian walkways	Side not sealed only contractor appointed	Sealing one side shoulders of 1km road	Only potholes sealed, laying of kerbs and edge break repairs
Improve community well-being through accelerate service delivery	Maruleng indoor sport centre	Ensure the construction of indoor sports centre	% construction of indoor sports centre	Concrete work completed (20%)	Only designs completed	40% (earthwork, foundation and fencing)	30% foundation completion, earthwork and car parking completed
To build an effective and efficient organization	Individual PMS (performance agreements)	Sustain management of performance for S54&56 Managers	Number of signed performance agreements for S54&56 signed within prescribed timeframes	6	5	6	5
To build an effective and efficient organization	Individual PMS (performance assessments)	Sustain management of performance for S54&56 Managers	Number of formal assessments held conducted (S54&56)	2	0	2	0
Develop and retain skilled and capacitated workforce	Work place skills plan	Ensure capacitated workforce	Number of employees capacitated in terms of WSP	78	53	60	
Develop and retain skilled and capacitated workforce	Work place skills plan	Ensure capacitated workforce	Amount actual spent on implementing WSP	479,998.93	447,107.54 (0.95%)	834,400	

COMPARISON OF PERFORMANCE OF 2013/14 AND 2014/15						
	2013/14			2014/15		
KPA	No. Targets	No. Targets Achieved	No. Targets Not Achieved	No. Targets	No. Targets Achieved	No. Targets Not Achieved
SPATIAL RATIONALE	5	03	02	4		
BASIC SERVICES	33	21	12	33		
LOCAL ECONOMIC DEVELOPMENT	10	06	04	4		
FINACIAL VIABILITY	13	10	03	12		
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	28	22	06	34		
MUNICIPAL TRANSFORMATION	18	14	4	18		
TOAL	107	76	31	105		
%		71,028%	28,971%			

In 2014/15 the municipality had lesser targets than in 2013/14. The main reasoning the omission of projects (targets) in 2014/15 where the municipality did not have direct control for example on water and sanitation projects which are the responsibility of Mopani District Municipality.

PART D: MEASURES TAKEN TO IMPROVE 2013/14 PERFORMANCE

Section 46 of the MSA, Act 32 of 2000 subsection 1(c) requires the municipal to disclosure measures taken to prove performance on targets than did not perform in the previous financial year. Below is the reflection of such measures.

Project	Planned Target	Actual Performance	Corrective Action	Progress	Comment
Free Basic Electricity	2680	1699	Liased with ESKOM to fast-tracked the process of configuration		
Hlohllokwe access road	1.5km	1km	Additional funding	Project completed (1.5km)	None
Turkey 02 access road	Design	Designs not done	Consultant appointed	Designs done and project	None
Metz internal streets	1.5km	1km	Additional funding	Project completed (1.5km)	None
Maruleng low level bridges	9	8	Included in the 6 bridges earmarked for 2014/15		
Rehabilitation of HSP main street	Sealing one side of pedestrian walkways	Project not done	Target included in 2014/15 as the project is a multi-year project	Project continuing	None
Rehabilitation of the main offices	100% rehabilitation	Only electrical work done	Additional funding	Main offices 100% rehabilitated	None
Street lighting	480	5	Outsourcing due to capacity constraint	No progress	The municipality will outsource the services
Refuse removal	4918	1666	Developed roll-out plan to rural households	No progress due to financial constraints	Additional funding allocated for 2014/15
Willows sports field	Designs for the community hall	Designs not done			

Project	Planned Target	Actual Performance	Corrective Action	Progress	Comment
Maruleng indoor sports centre	Concrete work completed	Only designs completed	Additional funding	Earthwork completed and 30 % foundation completed	None
Butswana community hall	Designs	Designs not done	Appointment of consultant to develop designs	Consultant appointed and project at roof level	None
Turkey 03 community hall	Designs	Designs not done	Appointment of consultant to develop designs	Consultant appointed and project at roof level	None
Bochabelo community hall	Designs	Designs not done	Appointment of consultant to develop designs	Consultant appointed and project at roof level	None
EPWP	500 jobs	334 jobs	Realistic and achievable target for 2014/15	168 jobs created out of the 150 targeted	None
Job creation	1200 jobs	905 jobs	Realistic and achievable target for 2014/15	1028 jobs created through CWP	None
Hoedspruit market stalls	Market stalls re-constructed	Not re-constructed	Project deferred due to financial concrete	None	None

Project	Planned Target	Actual Performance	Corrective Action	Progress	Comment
Asset and inventory management	100% compliance to GRAP (asset)	80%	Appointed service provider to assist in unbundling asset	100% compliance to GRAP (asset)	None
SCM	100% compliance to SCM regulations	80%	Development of procurement plan	100% compliance to SCM regulations	None
MIG	100% MIG expenditure	97%	Development of procurement plan	100%	None
PMS (performance agreements)	6	5	Advertised position of Corporate Services Director	The recommended candidate not approved by COGHSTA	Position to be re-advertised
PMS (formal assessments)	2	0	Conducting assessment	No progress	Assessments to be conducted as soon as Audit committee is appointed
WSP	78	53	Development of training programme	Only 25 people trained	Skills audit to be conducted and training done on needs basis.

Water and sanitation programmes referred back to MDM and the municipality will only play a monitoring role while site demarcation and formalization referred back to COGHSTA for implementation. The Oaks information centre is funded by National Department of Tourism and Metz shopping complex was funded by private funders and municipality to play monitoring role.